



CITY OF CREVE COEUR, MISSOURI

ICE ARENA PROFORMA



CREVE COEUR
PARKS & REC

JUNE 2022

ACKNOWLEDGEMENTS

The City of Creve Coeur

Robert Hoffman, Mayor
Mark Manlin, Council Member, Ward 1
Heather Silverman, Council Member, Ward 1
Tim Carney, Council Member, Ward 2
Nicole Greer, Council Member, Ward 2
David Hoffman, Council Member, Ward 3
Sari Neudorf, Council Member, Ward 3
Joe Martinich, Council Member, Ward 4
Dan Tierney, Council Member, Ward 4

Facility Task Force

Mayor Robert Hoffman
Council President Joseph Martinich
Council Member Alice Benner
Council Member Carney
Marjorie Richter
Barry Glantz
Richard Kutta
Rick Darrow

Parks and Historic Preservation Committee

Nanci Allen, Committee Member
Richard Darrow, Committee Member
Joe Harrison, Committee Member
Ralph Merola, Committee Member
Nancy Litzinger, Committee Member
David Russell, Committee Member
Laura Kleffner, Committee Member
Jamie Cacciabando, Committee Member
Dan Tierney, Council Liaison - Ward 4

Staff

Mark Perkins, City Administrator
Jason Valvero, Director of Recreation

Consulting Team

PROS Consulting, INC.



TABLE OF CONTENTS

| | |
|---|----|
| EXECUTIVE SUMMARY | 2 |
| CHAPTER ONE - INTRODUCTION | 3 |
| 1.1 BACKGROUND | 3 |
| 1.2 STUDY OBJECTIVES | 3 |
| 1.3 METHODOLOGY | 4 |
| CHAPTER TWO - DEMOGRAPHIC AND TRENDS ANALYSIS | 6 |
| 2.1 DEMOGRAPHIC ANALYSIS..... | 7 |
| 2.2 RECREATION TRENDS ANALYSIS..... | 15 |
| CHAPTER THREE - CURRENT FACILITY MAKEUP: ICE ARENA | 23 |
| CHAPTER FOUR - PROGRAMMING..... | 25 |
| 4.1 ICE ARENA PROGRAMS..... | 25 |
| 4.2 UNDERSTANDING USE PERCENTAGES..... | 28 |
| 4.3 USERS OF THE CREVE COEUR ICE ARENA | 28 |
| 4.4 PARTNERSHIPS | 31 |
| CHAPTER FIVE - MANAGEMENT TOOLS..... | 33 |
| 5.1 PRICING METRICS TO BENEFIT OPERATIONS..... | 33 |
| CHAPTER SIX - COMMUNITY INPUT OBSERVATIONS | 35 |
| 6.1 SUMMARY | 38 |
| CHAPTER SEVEN - CAPITAL NEEDS | 39 |
| 7.1 CONSIDERATIONS FOR IMPROVEMENTS TO EXISTING AMENITIES | 39 |
| 7.2 POTENTIAL FUND GENERATOR | 41 |
| CHAPTER EIGHT - OPINION OF EXPENSES | 43 |
| 8.1 FACILITY STAFF | 43 |
| CHAPTER NINE - OPINION OF REVENUE | 46 |
| 9.1 FEE STRUCTURE..... | 46 |
| CHAPTER TEN - FACILITY OPERATIONS | 51 |
| 10.1 PROFORMA ANALYSIS | 51 |
| 10.2 MARKETING STRATEGY | 52 |
| 10.3 CONCLUSION | 52 |
| CHAPTER ELEVEN - ALTERNATIVE FACILITY OPERATIONS | 53 |
| 11.1 ALTERNATIVE OPTIONS | 53 |
| CHAPTER TWELVE - GOLF OPERATIONS..... | 59 |
| CHAPTER THIRTEEN - RECOMMENDATIONS | 68 |

| | |
|--|-----------|
| 13.1 OPERATIONS - ICE ARENA | 68 |
| 13.2 STAFFING - ICE ARENA | 69 |
| 13.3 CAPITAL IMPROVEMENTS/INVESTMENTS..... | 69 |
| 13.4 OPERATIONS - GOLF | 69 |
| 13.5 FACILITY ADJUSTMENTS | 69 |
| 13.6 STAFFING | 70 |
| 13.7 JOINT FACILITY RECOMMENDATIONS | 70 |
| 13.8 ALTERNATIVE FACILITY INSTEAD OF ICE..... | 70 |
| 13.9 ALTERNATIVE FACILITY INSTEAD OF THE EAST MEETING ROOM..... | 71 |
| APPENDIX A - CORE VS. CASUAL PARTICIPATION TRENDS | 72 |
| GENERAL SPORTS..... | 72 |
| GENERAL SPORTS (CONTINUED) | 73 |
| GENERAL FITNESS | 74 |
| GENERAL FITNESS (CONTINUED)..... | 75 |
| APPENDIX B - DETAILED FOCUS GROUP PARTICIPATION | 76 |
| MEETING ON MARCH 31 ST AND APRIL 1 ST , 2022 | 76 |
| MEETING ON APRIL 20, 2022 | 78 |
| APPENDIX C - ICE ARENA ONLINE COMMENTS | 80 |
| APPENDIX D - ICE ARENA SQUARE FOOT CALCULATIONS | 93 |

EXECUTIVE SUMMARY

PROS Consulting was hired by the City of Creve Coeur to study the existing ice rink facility and conduct a Programming and Planning Analysis to determine the validity of future operations and continued investment in the facility. The intent of the study is to provide recommendations to determine the viability and feasibility of operating the facility as it currently exists with needed improvements or adjust the operations to another use that would have similar economic feasibility without the need to reinvest in the significant cost of new mechanical systems. In any case, the recommendations offered in this study need to meet the needs of the public and the goals of the City Council.

The Creve Coeur Ice Arena has a long tradition of use through ice hockey, figure skating, and curling. Several high schools use the facility for practices. Games are not played at this facility due to the limited seating. High school teams are operated as a club sport and depend on gate attendance to cover the costs associated with the program.

As part of a continued effort to improve operation and efficiency at the facility, major capital improvements are required. The Creve Coeur City Council and administrative staff are interested in understanding the viability of completing these improvements to the ice arena. The City of Creve Coeur commissioned a study to evaluate the alternative options before moving forward with major infrastructure improvements to the ice arena. A review of the current programming and usage levels, as well as reviewing the demand for ice availability in the St. Louis area is desired. The end goal is to provide a report supporting the continued use of the facility as an ice rink or recommend other non-ice-related uses in the same facility footprint.



CHAPTER ONE – INTRODUCTION

1.1 BACKGROUND

Research for the operational proforma of the Creve Coeur Ice Arena commenced with an initial tour of the facility with the Recreation Director to gain first-hand knowledge of the facility. The consultant also reviewed the website of the City of Creve Coeur to gain a general feel for the organizational operations. Further study of the local ice arena landscape took place through visits with the staff at the Webster Groves, Kirkwood, and Brentwood ice facilities. The purpose of those visits helped the consultant gain an understanding of those operations and how they compare with the ice facility in Creve Coeur. The consultant used this information to help develop the proforma designed to aid city officials to make informed decisions toward future operations.

1.2 STUDY OBJECTIVES

1. **Engage the community, leadership, and stakeholders** through public input meetings to gain informed direction for programs, activities, and amenities of the Creve Coeur Ice Arena.
2. **Utilize a wide variety of data sources and best practices** to project trends and patterns of use and how to address current and potential unmet needs of users.
3. **To understand the existing market** to avoid duplicating services and amenities and identify the ideal services to fill any market opportunities, while considering the community's demographics, trends in the industry, opportunities, and facility needs.
4. **Explain the types and size of programs, costs, and user groups** to enhance program offerings at the ice arena based on the current and future needs of the community.
5. **Provide recommendations on potential revenue** for future development and operations of the ice arena.
6. **Determine if an alternative use of the facility** is recommended rather than completing major capital improvements to the ice mechanical systems.

The city leadership determined a study is needed to identify the most appropriate programming and “best use” of the Creve Coeur Ice Arena. This study will provide evidence to make informed decisions on the best facility options that address community needs. To achieve that, three core strategies have been identified for the study. They are:

- **Objective and Data-Driven Analysis** - A project of this nature must be founded through an objective approach that demonstrates to all interested and affected parties that the outcome is based on a variety of data sources, sound analysis, and valid assumptions.
- **Market Focus** - Careful consideration of the market position must be a broad focus with an emphasis on community input to identify opportunities in the marketplace. This market focus needs to consider the available resources of the area including defining potential users, market rates, level of capacity needed, identifying the amenities required to support users, and refining site requirements to enhance the user experience
- **Financial Sustainability and Economic Viability** - Exciting projects with visions of activity and vibrancy are great candidates for capital dollars, but inevitably, these projects must be operated and maintained, or their success wanes. The financial performance of the Creve Coeur Ice Arena must be able to responsibly generate revenue to sufficiently support operational expenses at a responsible ratio to other realistic forms of financial support available.

The following questions are intended to address key objectives and operations of the Creve Coeur Ice Arena:

- How is the facility in its existing configuration being programmed and staffed?
- What is the financial expectation when operating the ice arena individually?
- What amount of revenue is being generated and if other revenues need to be captured to support operational costs?
- Identify existing programs and what new programs can be developed in the facility?
- Understanding the operational costs if new mechanical systems are applied to the ice arena?
- From this analysis what operational proforma can be anticipated?

By reaching these desired study objectives, the City of Creve Coeur will understand the anticipated proforma of the ice arena once capital improvements are completed.

Additional questions are intended to address the potential of converting the existing footprint into an alternative use.

- What reasonable alternative activities might be implemented to reduce the cost of capital improvements if the facility were to not be an ice arena?
- How would a different facility configuration be programmed and staffed?
- What is the financial expectation when operating the new facility configuration?
- What programs can be developed in the facility with the new configuration?

By reaching these desired study objectives, the City of Creve Coeur will understand the potential of an alternative recreation option using the existing facility footprint.

1.3 METHODOLOGY

The consultant used the following methods to understand the Creve Coeur Ice Arena operations. With this information the anticipated proforma for the facility was created if new mechanical systems and cosmetic improvements are completed.

1. Gained a further understanding of the project from the City of Creve Coeur through research of online resources such as the Pure Hockey Resource Center, discussions with the staff, a review of existing high school partners, visits with three other ice rink facilities in Kirkwood, Webster Groves, Brentwood, and several visits to the Creve Coeur Ice Arena.
2. Developed a description of potential programs currently being operated and a forecast of future programs that may need to be considered in the facility.
3. Reviewed partner relationships for the purpose of understanding those relationships and the financial implications they offer the City of Creve Coeur. Explored how these relationships benefit the city from their use and the resulting income potential to support future facility operations.
4. Examined the existing facility staff structure and drew comparisons based on existing industry standards related to ice operations. Information was also generated through conversations with the Director of Recreation and the City Administrator.
5. To aid in the understanding of user groups, conducted focus groups that captured observations of the operation from over 70 participants.
6. Created two questionnaires that were used to garner information and opinions from users and non-users of the facility to understand current attitudes and dispositions toward the ice arena facility.

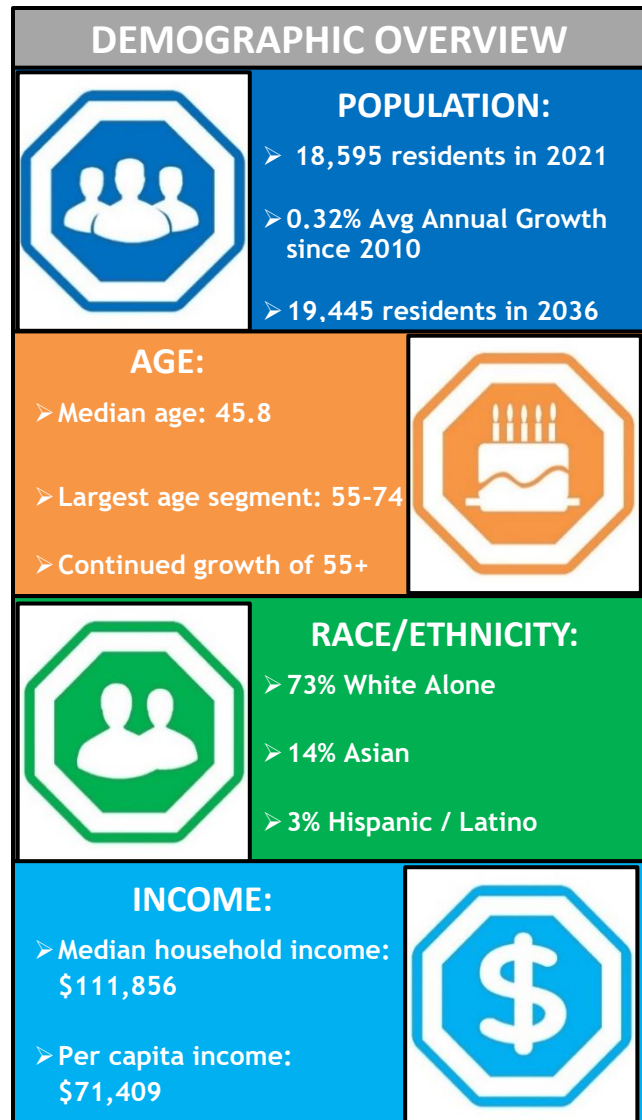
7. Developed an opinion of revenue based on existing use, industry standards, and the implementation of other revenue streams not currently being used.
8. Developed an opinion of expenses based on projected costs for personnel, existing operational costs, and the potential for additional costs in the future.
9. Determined alternative facility options if the City Council and Administration determined the cost for improving cosmetic and mechanical support systems were prohibitive to implement
10. Developed an opinion of how the golf course might improve operations to improve efficiency and generate additional funds to support the overall economic performance of the golf and ice arena site.

CHAPTER TWO – DEMOGRAPHIC AND TRENDS ANALYSIS

As part of the City of Creve Coeur’s Ice Rink Facility Programming and Planning Analysis, PROS Consulting INC. conducted a Market Study. A key component of the Market Study is Demographic & Recreation Trends Analysis. The purpose of this analysis is to provide the City’s Department of Parks and Recreation (“Department”) insight into the general makeup of the population they serve and identify market trends in indoor recreation. It also helps quantify the market in and around the City of Creve Coeur (“City”) and assists in providing a better understanding of the types of parks, facilities, and programs/services that are most appropriate to satisfy the needs of residents.

This analysis is two-fold - it aims to answer the who and the what. First, it assesses the demographic characteristics and population projections of City residents to understand who the Department serves. Secondly, recreation trends are examined on a national and local level to understand what the population served wants to do. Findings from this analysis establish a fundamental understanding that provides a basis for prioritizing the community’s need for parks, trails, facilities, and recreation programs.

The infographic to the right provides an overview of the City’s populace based on current estimates of the 2021 population. Further analysis of each of these demographic characteristics (population, age segments, race, ethnicity, and income) can be found in 2.1.2 of this chapter.



2.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis describes the population within the City of Creve Coeur, Missouri. This assessment is reflective of the City's total population and its key characteristics such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

2.1.1 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in May 2022 and reflects actual numbers as reported in the 2010 Census. ESRI then estimates the current population (2021) as well as a 5-year projection (2026). PROS then utilized straight-line linear regression to forecast demographic characteristics for 10 and 15-year projections (2031 and 2036).

DEMOGRAPHIC ANALYSIS BOUNDARY

The City boundaries illustrated below were used for the demographic and local trends analysis.

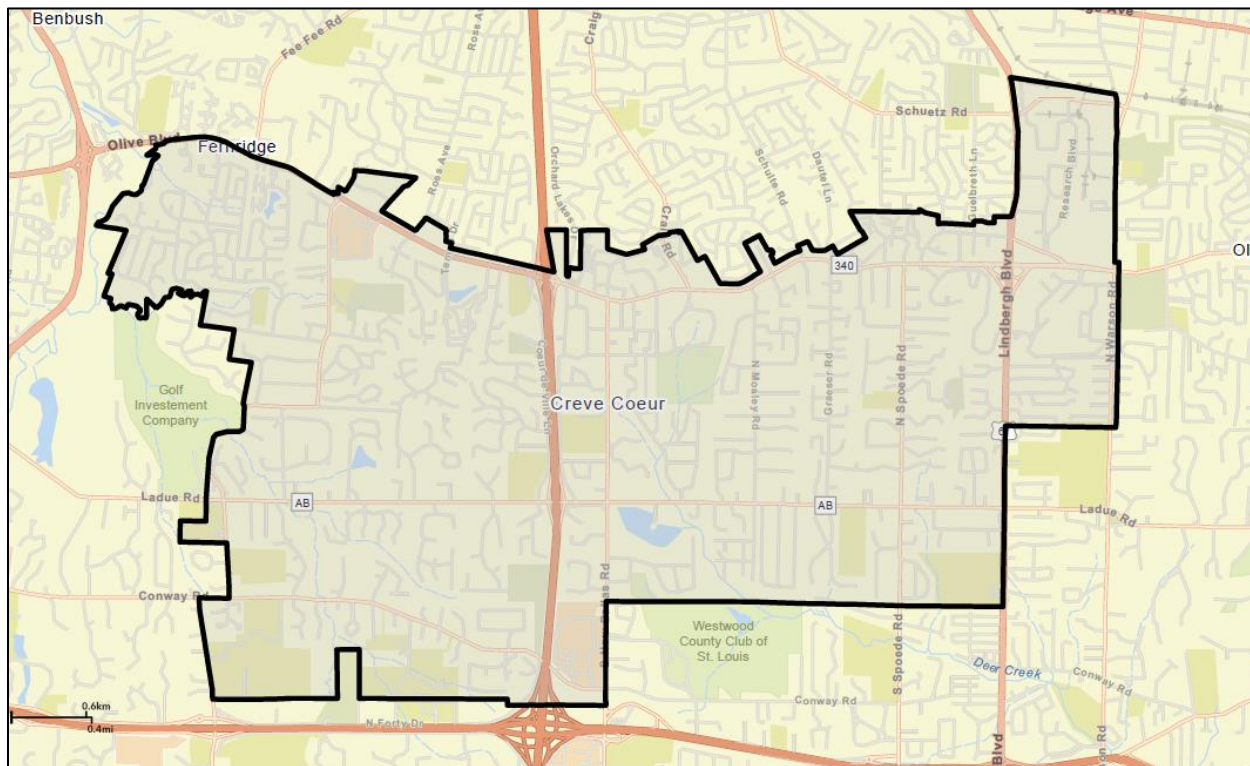


Figure 1 - City Boundaries

2.1.2 CITY POPULACE

POPULATION

The City's population has experienced a slight growing trend in recent years, increasing approximately 3.48% from 2010 to 2021, or 0.32% per year. While this is well below the national annual growth rate of 0.74% (from 2010-to 2021), it is acknowledged that the City is landlocked which restricts future growth in housing units. The total number of households also experienced a minor increase of 3.80% over the past 11 years, or 0.35% annually (national average = 0.76% annual growth).

Currently, the population is estimated at 18,595 individuals within 7,997 households. Projecting ahead, the total population growth is expected to continue increasing at a below-average rate. By 2036, the City's population is projected to be 19,445 residents in 8,374 households. It is estimated that future population growth will come from younger families replacing the aging population.

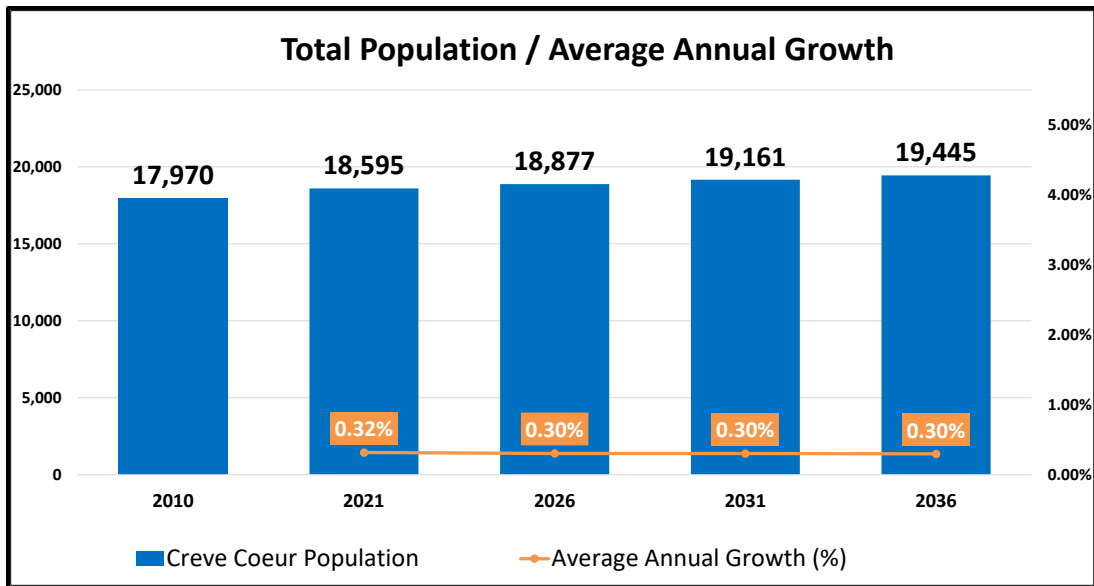


Figure 2 - Total Population

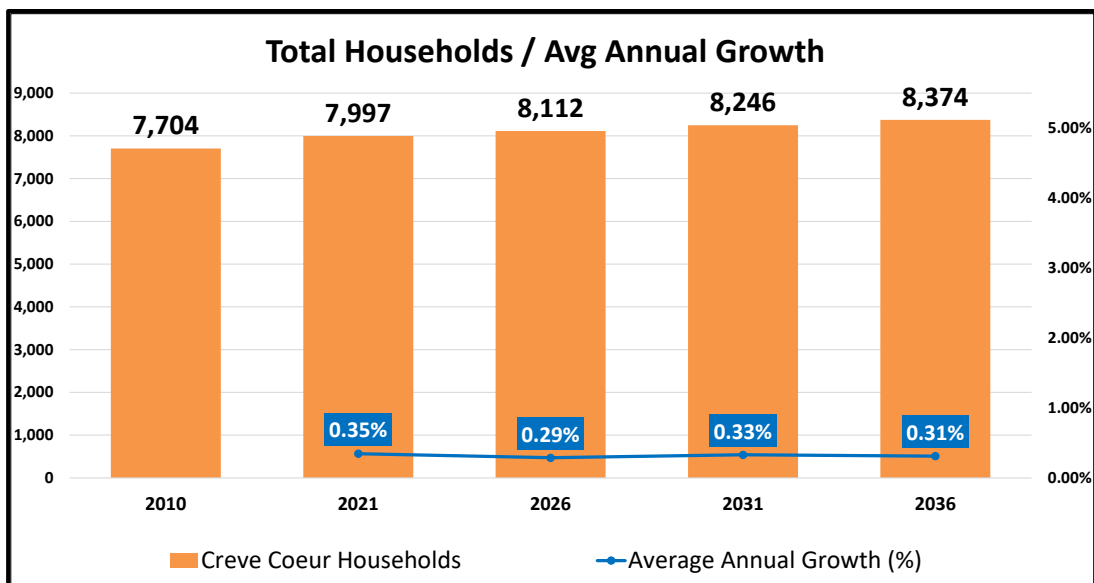


Figure 3 - Total Households

AGE SEGMENTATION

Evaluating the City's age segmentation, the population exhibits an aging trend, with approximately 40% of all residents being 55 years and older. The City's current median age is estimated at 45.8 years which is 7-years higher than U.S. median age (38.8 years). Assessing the population as a whole, the City is projected to continue a gradual aging trend. Within the next 15-years, the over 55 population is expected to approach 45 percent of the City's total population. This is expected to be a result of increased life expectancy and the majority of middle-aged adult residents "aging in place" while their children move elsewhere.

Due to the continued growth of the older age segments, it is useful to further segment the "Senior" population beyond the traditional 55+ designation. Many organizations place this age segment into three categories, "Active," "Low-Impact," and/or "Social" Seniors. As these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old who is struggling with rheumatoid arthritis may be limited to social recreation activities while a healthy 65-year-old may still be running 5K's or in this case, ice skating.

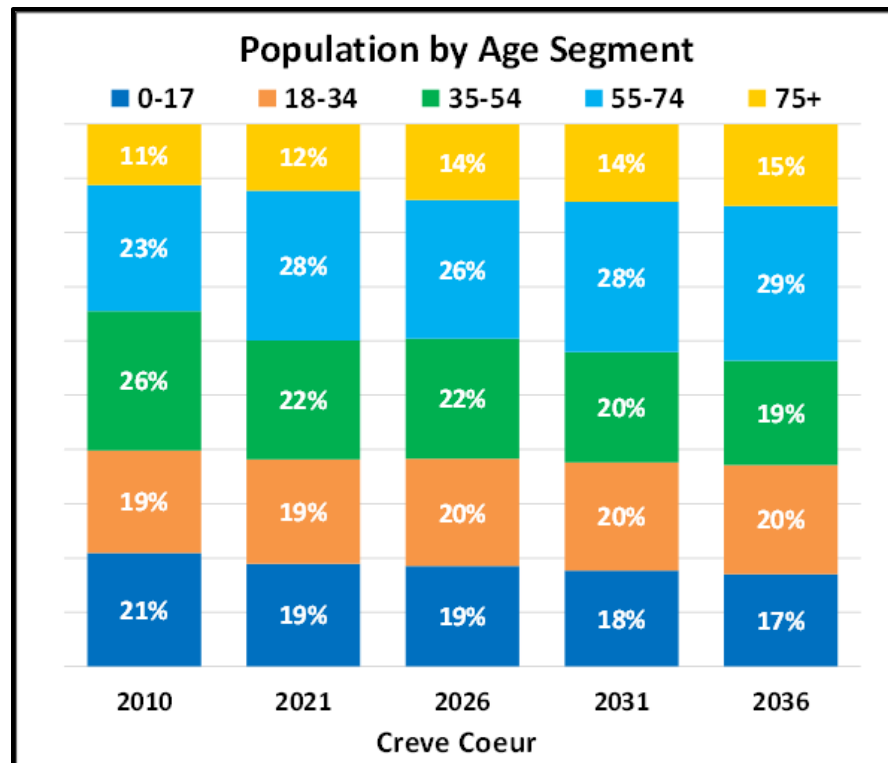


Figure 2 - Population by Age Segment

RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- **American Indian** – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- **Asian** – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- **Black Alone**– This includes a person having origins in any of the black racial groups of Africa
- **Native Hawaiian or Other Pacific Islander** – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- **White Alone**– This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- **Hispanic or Latino** – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black, or African American, Asian, American Indian, Alaska Native, Native Hawaiian, and Other Pacific Islander, some other race, or a combination of these. While Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separately from race throughout this demographic analysis.

RACE

Analyzing race, the City's current population is predominantly White Alone. The 2021 estimate shows that 73% of the population falls into the White Alone category, with Asian (14%) and Black Alone (9%) representing the largest minority groups. The 2021 estimate also portrays a slightly below average representation of most minority groups when compared to the national population, with American Indian (0.2%) and Some Other Race (0.9%) populations being substantially lower than average. Predictions for 2036 expect the population to become more diverse, with a decrease in the White Alone population, accompanied by increases in all other race categories.

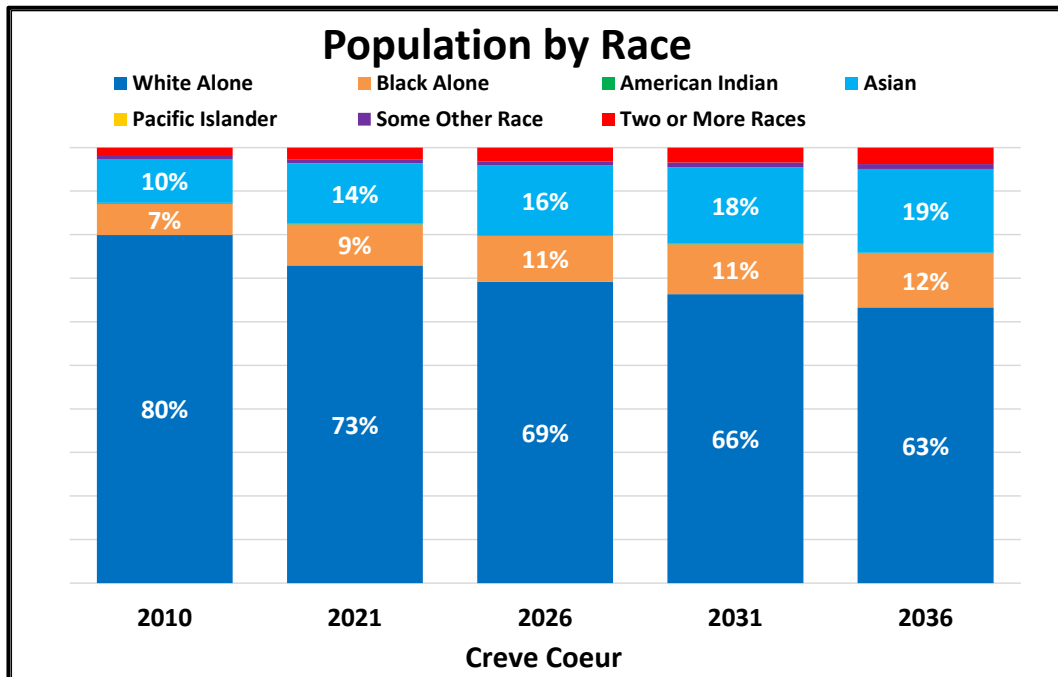


Figure 3- Population by Race

HOUSEHOLD INCOME

As observed the City's per capita income (\$71,409) and median household income (\$111,856) are both significantly higher than the state (\$31,398 & \$56,668) and national averages (\$35,106 & \$64,730). The per capita income is that earned by an individual while the median household income is based on the total income of everyone over the age of sixteen living within the same household. These income characteristics should be taken into consideration when Creve Coeur Parks and Recreation Department is pricing programs and calculating cost recovery goals.

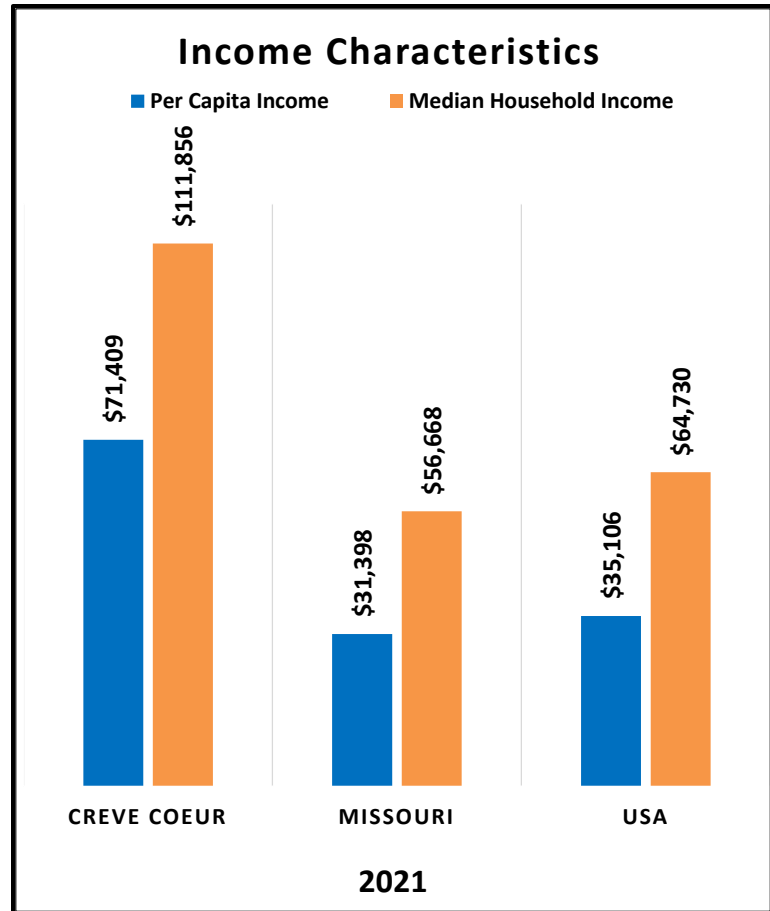


Figure 4 - Household Income Comparative

DEMOGRAPHIC COMPARATIVE SUMMARY

The table below is a summary of the City's demographic figures. These figures are then compared to the state and U.S. populations for perspective on a regional and national scale.

| 2021 Demographic Comparison | | Creve Coeur | Missouri | U.S. |
|-----------------------------|--|-------------|----------|----------|
| Population | Annual Growth Rate (2010-2021) | 0.32% | 0.40% | 0.74% |
| | Projected Annual Growth Rate (2021-2036) | 0.30% | 0.40% | 0.70% |
| Households | Annual Growth Rate (2010-2021) | 0.35% | 0.47% | 0.76% |
| | Average Household Size | 2.25 | 2.43 | 2.58 |
| Age Segment Distribution | Ages 0-17 | 19% | 21% | 22% |
| | Ages 18-34 | 19% | 23% | 23% |
| | Ages 35-54 | 22% | 24% | 25% |
| | Ages 55-74 | 28% | 24% | 23% |
| | Ages 75+ | 12% | 8% | 7% |
| Race Distribution | White Alone | 72.9% | 80.9% | 69.2% |
| | Black Alone | 9.5% | 11.7% | 13.0% |
| | American Indian | 0.2% | 0.5% | 1.0% |
| | Asian | 13.9% | 2.2% | 5.9% |
| | Pacific Islander | 0.0% | 0.2% | 0.2% |
| | Some other Race | 0.9% | 1.7% | 7.1% |
| | Two or More Races | 2.7% | 2.8% | 3.6% |
| Hispanic/Latino Population | Hispanic / Latino Origin (any race) | 3.3% | 4.6% | 18.9% |
| | All Others | 96.7% | 95.4% | 81.1% |
| Income Characteristics | Per Capita Income | \$71,409 | \$31,398 | \$35,106 |
| | Median Household Income | \$111,856 | \$56,668 | \$64,730 |

Figure 5 - Demographic Comparison

DEMOGRAPHIC SUMMARY

- The City's recent **population annual growth rate** (0.32%) is significantly lower than the U.S.'s (0.74%) annual growth rate.
- The City's **household annual growth rate** (0.35%) is also noticeably lower than the national average (0.76%).
- When assessing **age segments**, the city exhibits a significantly older population than the national age segment distribution.
- The City's **racial distribution** is less diverse than the national population distribution, with greater White Alone and Asian population percentages.
- Creve Coeur's percentage of the **Hispanic/Latino population** (3.3%) is approximately one-sixth of the national average (18.9%).
- The City's **per capita income** (\$71,409) and **median house income** (\$111,856) are both significantly higher than the state (\$31,398 & \$56,668) and national (\$35,106 & \$64,730) averages.



2.2 RECREATION TRENDS ANALYSIS

The Recreation Trends Analysis provides an understanding of national and local recreational trends. Trends data used for this analysis was obtained from the Sports & Fitness Industry Association (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trend data is based on current and/or historical participation rates, statistically valid survey results, or NRPA Metrics.



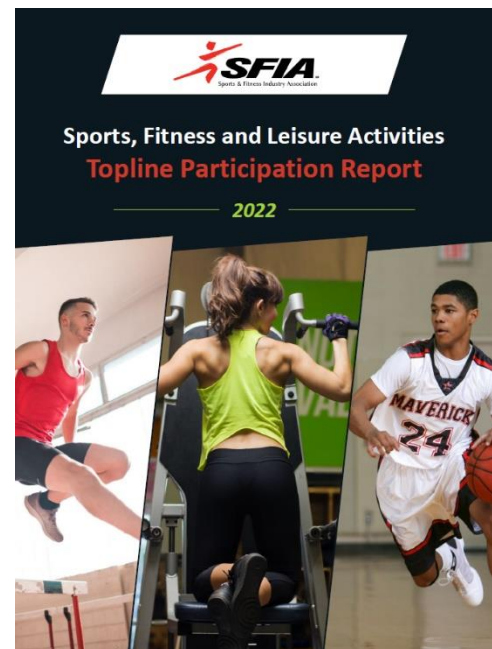
2.2.1 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2022* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends

The study is based on findings from surveys conducted in 2021 by the Physical Activity Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 304,745,039 people (ages six and older).



The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 118 different sports/activities and subdivided them into various categories including sports, fitness, outdoor activities, aquatics, etc.

CORE VS. CASUAL PARTICIPATION

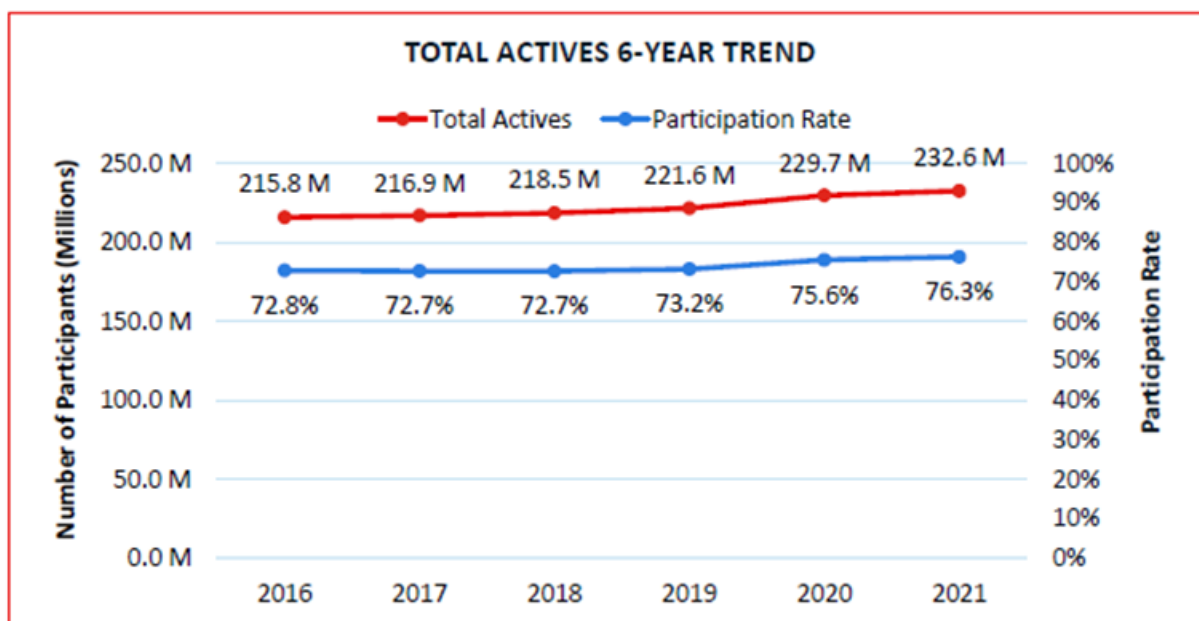
In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on the frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than 50-times per year, while for sports, the threshold for core participation is typically 13-times per year.

In each activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience fewer pattern shifts in participation rates than those with larger groups of casual participants.

POSITIVE IMPACT OF COVID-19

Approximately 232.6 million people ages 6 and over reported being active in 2021, which is a 1.3% increase from 2020 and the greatest number of active Americans in the last 5 years. There were more things to do as outdoor activities thrived, fitness at home became more popular, and team sports started back up after the COVID-19 hiatus.

Americans continued to practice yoga, attend Pilates training, and work out with kettlebells. They were drawn to the ease of pickleball and the competitiveness of tennis. Many started at indoor climbing, while others took to the hiking trail. The waterways traffic had an increase of stand-up paddlers, kayaks, and jet skis. Gymnastics, swimming on a team, court volleyball, and fast-pitch softball benefited from the participation boom created by the recent Olympiad.



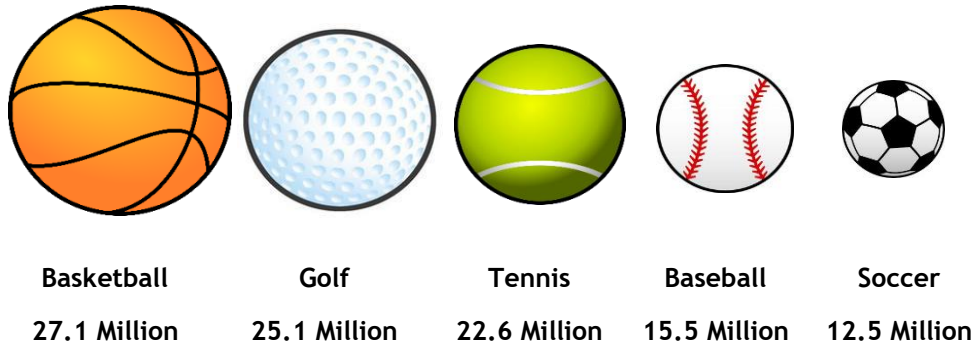
Water sports had the largest gain in participation rates. Activities such as kayaking, stand-up paddling, and boardsailing/windsurfing all contributed to the 2.0 percent increase. Outdoor sports continued to grow with 53.9 percent of the U.S. population participating. This rate remains higher than pre-pandemic levels, having a 6.2 percent gain over the 50.7 percent participation rate in 2019. The largest contributor to this gain was trail running having increased 5.6 percent in one year and 13.9 percent from 2019. Generationally, fitness sports continue to be the go-to means of exercise for Boomers, Gen X, and Millennials. Over half of Gen X, Millennials, and Gen Z generations participated in one type of outdoor activity. Team sports were heavily dominated by generation Gen Z.

2.2.2 NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

The top sports most heavily participated in in the United States were Basketball (27.1 million), Golf (25.1 million), and Tennis (22.6 million) which have participation figures much higher than the other activities within the general sports category. Baseball (15.5 million), and Outdoor Soccer (12.5 million) round out the top five.

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with a small number of participants. This coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball's overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at most American dwellings as a drive-way pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or Golf Entertainment Venues have increased dramatically (72.3%) as a 5-year trend, using Golf Entertainment (e.g., Top Golf) as a new alternative to breathing life back into the game of golf.



FIVE-YEAR TREND

Since 2016, Pickleball (71.2%), Golf- Entertainment Venues (51.3%), and Tennis (25.1%) have shown the largest increase in participation. Based on the five-year trend from 2016-2021, the sports that are most rapidly declining in participation include Ultimate Frisbee (-40.4%), Roller Hockey (-26.1%), Volleyball (Sand/Beach) (-23.8%), Squash (-23.5%), Slow Pitch Softball (-21.9%), and Gymnastics (-20.7%).

ONE-YEAR TREND

The most recent year shares some similarities with the five-year trends; with Pickleball (14.8%) and Boxing for Competition (7.3%) experiencing some of the greatest increases in participation this past year. The greatest one-year increases also include Fast Pitch Softball (15.3%), Gymnastics (10.9%), and Court Volleyball (8.1%). Basketball (-2.2%), Flag Football (-1.6%), Indoor Soccer (-0.6%) and Baseball (-0.5%) have shown a five-year trend increase, but a one-year trend decreases. This is a direct result of the coming out of the COVID-19 pandemic. Similarly, other team sports such as Ultimate Frisbee (-5.8%), Slow Pitch Softball (-5.4%), Roller Hockey (-5%), Racquetball (-4.8%), and Beach/Sand Volleyball (-3.1%), also had significant decreases in participation over the last year.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Sports with high participation rates such as Basketball, Baseball, and Slow Pitch Softball have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). Due to the COVID-19 Pandemic, most activities showed a decrease in their percentage of core participants. However, there were significant increases in the percentage of casual participation in Court Volleyball, Pickleball, Fast Pitch Softball, Gymnastics, and Lacrosse in the past year. *Please see **Appendix A** for the full Core vs. Casual Participation breakdown.*

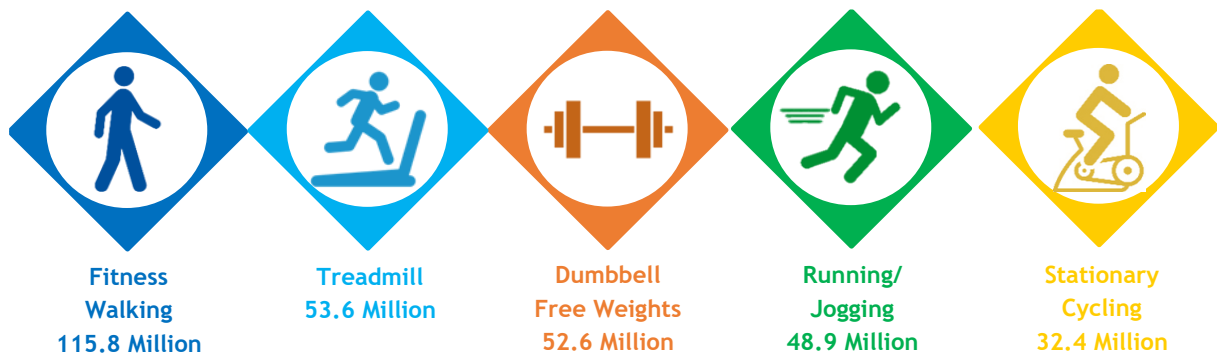
| National Participatory Trends - General Sports | | | | | |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|--------------|
| Activity | Participation Levels | | | % Change | |
| | 2016 | 2020 | 2021 | 5-Year Trend | 1-Year Trend |
| Basketball | 22,343 | 27,753 | 27,135 | 21.4% | -2.2% |
| Golf (9 or 18-Hole Course) | 23,815 | 24,804 | 25,111 | 5.4% | 1.2% |
| Tennis | 18,079 | 21,642 | 22,617 | 25.1% | 4.5% |
| Baseball | 14,760 | 15,731 | 15,587 | 5.6% | -0.9% |
| Soccer (Outdoor) | 11,932 | 12,444 | 12,556 | 5.2% | 0.9% |
| Golf (Entertainment Venue) | 8,173 | 12,057 | 12,362 | 51.3% | 2.5% |
| Ice Skating | 10,315 | 9,857 | 9,481 | -8.1% | -3.8% |
| Softball (Slow Pitch) | 7,690 | 6,349 | 6,008 | -21.9% | -5.4% |
| Football (Flag) | 6,173 | 7,001 | 6,889 | 11.6% | -1.6% |
| Volleyball (Court) | 6,216 | 5,410 | 5,849 | -5.9% | 8.1% |
| Badminton | 7,354 | 5,862 | 6,061 | -17.6% | 3.4% |
| Soccer (Indoor) | 5,117 | 5,440 | 5,408 | 5.7% | -0.6% |
| Football (Touch) | 5,686 | 4,846 | 4,884 | -14.1% | 0.8% |
| Football (Tackle) | 5,481 | 5,054 | 5,228 | -4.6% | 3.4% |
| Gymnastics | 5,381 | 3,848 | 4,268 | -20.7% | 10.9% |
| Volleyball (Sand/Beach) | 5,489 | 4,320 | 4,184 | -23.8% | -3.1% |
| Track and Field | 4,116 | 3,636 | 3,587 | -12.9% | -1.3% |
| Cheerleading | 4,029 | 3,308 | 3,465 | -14.0% | 4.7% |
| Pickleball | 2,815 | 4,199 | 4,819 | 71.2% | 14.8% |
| Racquetball | 3,579 | 3,426 | 3,260 | -8.9% | -4.8% |
| Ice Hockey | 2,697 | 2,270 | 2,306 | -14.5% | 1.6% |
| Ultimate Frisbee | 3,673 | 2,325 | 2,190 | -40.4% | -5.8% |
| Softball (Fast Pitch) | 2,467 | 1,811 | 2,088 | -15.4% | 15.3% |
| Lacrosse | 2,090 | 1,884 | 1,892 | -9.5% | 0.4% |
| Wrestling | 1,922 | 1,931 | 1,937 | 0.8% | 0.3% |
| Roller Hockey | 1,929 | 1,500 | 1,425 | -26.1% | -5.0% |
| Boxing for Competition | 1,210 | 1,361 | 1,460 | 20.7% | 7.3% |
| Rugby | 1,550 | 1,242 | 1,238 | -20.1% | -0.3% |
| Squash | 1,549 | 1,163 | 1,185 | -23.5% | 1.9% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| Legend: | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

Figure 6 - National Participatory Trends - General Fitness

1.3.4 NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced rapid growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance their quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2021 also were those that could be engaged at home or in a virtual class environment. The activities with the most participation levels were Fitness Walking (115.8 million), Treadmill (53.6 million), Free Weights (52.6 million), Running/Jogging (48.9 million), and Yoga (34.3 million).



FIVE-YEAR TREND

Over the last five years (2016-2021), the activities growing at the highest rate are Trail Running (45.9%), Yoga (30.8%), Dance, Step & Choreographed Exercise (13.3%), and Pilates Training (9.6%). Over the same period, the activities that have undergone the largest decline include Group Stationary Cycling (-33.5%), Traditional Triathlon (26.4%), Cardio Kickboxing (-26.1%), Cross-Training Workouts (-24.4%), and Non-Traditional Triathlons (-23.5%).

ONE-YEAR TREND

In the last year, activities with the largest gains in participation were those that can be done alone at home or socially distanced outdoors. The top increases were in Treadmill (7.6%), Cross-Training Workouts (6.4%), Trail Running (5.6%), Yoga (4.7%), and Stair Climbing (4.7%). In the same span, the activities that had the largest decline in participation were those that would take more time and investment. The greatest drops were seen in Traditional Triathlon (-5.3%), Aerobics (-5.1%), Non-Traditional Triathlons (-4.3%), and Cardio Kickboxing (-3.7%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities all had increases in their casual user base (participating 1-49 times per year) over the last year. These fitness activities include Fitness Walking, Free Weights, Running/Jogging, Treadmills, Yoga, and Recumbent/Upright Stationary Cycling. *Please see **Appendix A** for the full Core vs. Casual Participation breakdown.*

| National Participatory Trends - General Fitness | | | | | |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|--------------|
| Activity | Participation Levels | | | % Change | |
| | 2016 | 2020 | 2021 | 5-Year Trend | 1-Year Trend |
| Fitness Walking | 107,895 | 114,044 | 115,814 | 7.3% | 1.6% |
| Treadmill | 51,872 | 49,832 | 53,627 | 3.4% | 7.6% |
| Free Weights (Dumbbells/Hand Weights) | 51,513 | 53,256 | 52,636 | 2.2% | -1.2% |
| Running/Jogging | 47,384 | 50,652 | 48,977 | 3.4% | -3.3% |
| Stationary Cycling (Recumbent/Upright) | 36,118 | 31,287 | 32,453 | -10.1% | 3.7% |
| Weight/Resistant Machines | 35,768 | 30,651 | 30,577 | -14.5% | -0.2% |
| Elliptical Motion Trainer | 32,218 | 27,920 | 27,618 | -14.3% | -1.1% |
| Yoga | 26,268 | 32,808 | 34,347 | 30.8% | 4.7% |
| Free Weights (Barbells) | 26,473 | 28,790 | 28,243 | 6.7% | -1.9% |
| Dance, Step, & Choreographed Exercise | 21,839 | 25,160 | 24,752 | 13.3% | -1.6% |
| Bodyweight Exercise | 25,110 | 22,845 | 22,629 | -9.9% | -0.9% |
| Aerobics (High Impact/Intensity Training HII) | 10,575 | 10,954 | 10,400 | -1.7% | -5.1% |
| Stair Climbing Machine | 15,079 | 11,261 | 11,786 | -21.8% | 4.7% |
| Cross-Training Style Workout | 12,914 | 9,179 | 9,764 | -24.4% | 6.4% |
| Trail Running | 8,582 | 11,854 | 12,520 | 45.9% | 5.6% |
| Stationary Cycling (Group) | 8,937 | 6,054 | 5,939 | -33.5% | -1.9% |
| Pilates Training | 8,893 | 9,905 | 9,745 | 9.6% | -1.6% |
| Cardio Kickboxing | 6,899 | 5,295 | 5,099 | -26.1% | -3.7% |
| Boot Camp Style Cross-Training | 6,583 | 4,969 | 5,169 | -21.5% | 4.0% |
| Martial Arts | 5,745 | 6,064 | 6,186 | 7.7% | 2.0% |
| Boxing for Fitness | 5,175 | 5,230 | 5,237 | 1.2% | 0.1% |
| Tai Chi | 3,706 | 3,300 | 3,393 | -8.4% | 2.8% |
| Barre | 3,329 | 3,579 | 3,659 | 9.9% | 2.2% |
| Triathlon (Traditional/Road) | 2,374 | 1,846 | 1,748 | -26.4% | -5.3% |
| Triathlon (Non-Traditional/Off Road) | 1,705 | 1,363 | 1,304 | -23.5% | -4.3% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| Legend: | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

2.2.3 LOCAL SPORT AND LEISURE MARKET POTENTIAL

LOCAL SPORT AND LEISURE MARKET POTENTIAL

The following charts show sport and leisure market potential data for Creve Coeur residents, as provided by ESRI. Market Potential Index (MPI) measures the probable demand for a product or service within the defined service areas. The MPI shows the likelihood that an adult resident will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in two (2) categories - general sports and fitness.

It should be noted that MPI metrics are only one data point used to help determine community trends; thus, programmatic decisions should not be based solely on MPI metrics.

Overall, when analyzing the City's MPIs, the data demonstrates well above average market potential index (MPI) numbers. When assessing each category, several activities scored well above the national average (100) including Tennis (187), Ice Skating (159), Yoga (158), Jogging/Running (157), and Pilates (154). These above-average MPI scores show that the City's residents have a strong participation presence when it comes to recreational offerings, especially pertaining to general sports and fitness. This becomes significant when the Parks and Recreation Department considers starting up new programs or building new facilities, giving them a strong tool to estimate resident attendance and participation.

The following charts compare MPI scores for 12 sports and recreation activities that are prevalent for residents within the City. The activities are categorized by activity type and listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater likelihood that residents within the service areas will actively participate in those offerings provided by the Department.



GENERAL SPORTS MARKET POTENTIAL

The General Sports chart shows all but one of the recorded sports (Basketball-87) scoring above the national average. The activities with the highest MPI scores were Tennis (187), Ice Skating (159), and Golf (147).

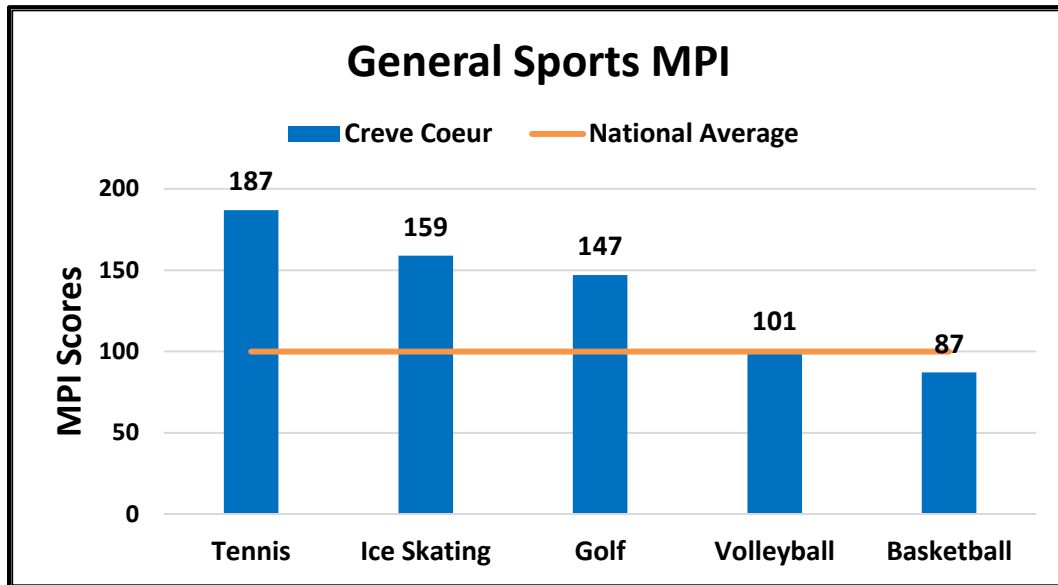


Figure 7 - General Sports MPI

FITNESS MARKET POTENTIAL

Assessing the Fitness category reveals that City residents have a strong participation presence when it comes to health and wellness. All activities within this category scored well above the national average (100) with the top three fitness activities being Yoga (158), Jogging/Running (157), and Pilates (154).

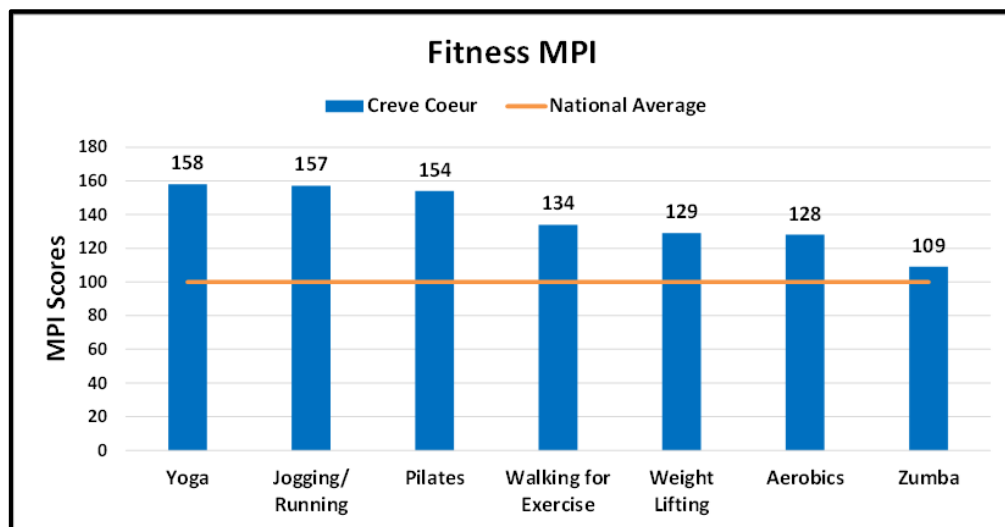


Figure 8 - Fitness MPI

CHAPTER THREE - CURRENT FACILITY MAKEUP: ICE ARENA

The primary amenity of the ice facility is an NHL sized rink that includes seating for approximately 300 spectators. Adjacent to the rink is four-player locker rooms and one shower/bathroom that splits each pair of locker rooms. An official's locker room/bathroom and a girl's bathroom are also located adjacent to the rink.

Mechanical systems that support the ice operations include an R22 refrigerant system. R22 refrigerant is one of the most used ice arena refrigerants over the past several decades. R22 refrigerant manufacturing became illegal in America as of January 1, 2020. It was discovered that the chemicals that makeup R22 are detrimental to the ozone layer. The Environmental Protection Agency (EPA) launched a 10-year plan in 2010 to phase out ozone-depleting substances.



Ice shaving equipment storage is also adjacent to the rink. A machine which many refer to as an Olympia reglazes the ice. One of the shavers illustrated on the left requires repairs and is not currently used. Plans are in place to make it operational. The second machine was purchased from the St. Louis Blues and is in good operational condition.

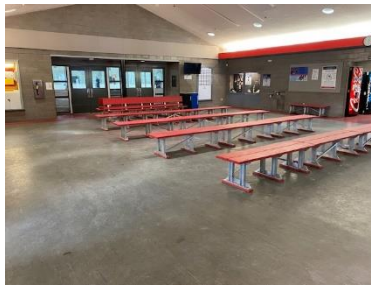


Additional spaces that support the ice arena include an office and maintenance workshop (two spaces) for the maintenance supervisor (a vacant position), and skate sharpening and storage area (one space). The Curling Club uses this space for freezing the stones (40) used in their program activity (one space), and brooms.

There is a large warming area that is 45' x 42' and a front desk operation to support registration, skate rentals and general information for patrons. Two staff offices and an administration office are adjacent to the warming area. Bathrooms for men and women are also adjacent to the warming area.



Ice Arena Front Desk



Warming Area

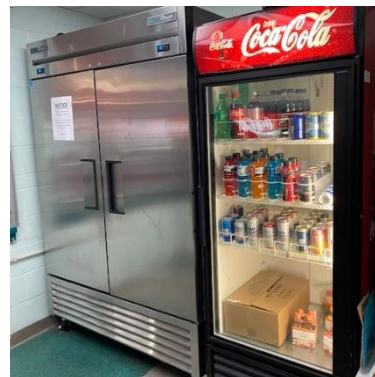


Curling Club Storage

The staff at the ice facility use two classrooms to host parties, meetings for special interest groups such as AA and church organizations. The West meeting room is adjacent to the ice facility warming area. The East meeting room is adjacent to the golf operations. A men's and women's bathroom/locker room are in the hallway nearby.



The ice arena also shares a concession facility with the golf course. The concessions that are periodically offered include, nachos, hot dogs, beer, and sport drinks. More soft drinks are offered in stand-alone machines located at the golf desk.



Additional discussion about the concession operation is in Chapter 9 of this study.

CHAPTER FOUR - PROGRAMMING

4.1 ICE ARENA PROGRAMS

The vitality of running an effective ice arena facility is exercising the ability to generate revenue through core programs and the accompanying revenue streams that support programs that are conducted in the facility. The primary functions of the Creve Coeur Ice Arena are through rentals by various contract ice groups, lesson programs, programs run by specialized instructors and free skate programs.

4.1.1 HOURS OF OPERATION

The hours of operation are generally 6:00 AM to 10:00 PM seven days a week. Closing times are dependent on the length of time a rental takes place at the closing of each day. From time to time the facility might be open until midnight. Any program schedule will require the flexibility to adapt to specific needs of the user and adjust schedules accordingly.

4.1.2 PUBLIC SKATING

Skating opportunities for the public is limited. Interestingly, the available public skate times during what is called the peak season (September thru February) are offered during times when the public (particularly children) may not be able to participate. According to the weekly schedule, the following times are available on a weekly basis for Public Skating beginning on Friday September 10. The drive behind this initiative is the importance of renting ice to the groups who provide programs for children.

- Friday's beginning Sept 10 - 2:30 pm - 4:00 pm
- Saturday's beginning Sept 11 - 12:00 noon - 1:30 pm
- Sunday's beginning Sept 12 - 2:30 pm - 4:00 pm
- Monday's beginning Sept 13 - 9:15 am - 11:15 am
- Tuesday's beginning Sept 14 - 9:15 am - 1:15 am
- Wednesday's beginning Sept 15 - 9:00 am - 11:15 am
- Thursday's beginning Sept 16 - Noon - 1:30 pm

The non-peak season is March thru August. The following times are available on a weekly basis for Public Skating beginning on Sunday March 15.

- Sunday's beginning March 15 - 2:30 am - 4:00 pm
- Monday's beginning March 16 - 8:15 am - 11:15 am
- Tuesday's beginning March 17 - 9:15 am - 12:45 am
- Wednesday's beginning March 18 - 9:15 am - 11:15 am
- Thursday's beginning March 19 - 9:15 am - 11:15 am
- Friday's beginning March 20 - 9:00 am - 11:15 am
- Saturday's beginning March 21 - 12:00 noon - 1:30 pm

4.1.3 LEARN TO SKATE PROGRAM

This lesson program is taught on Saturday mornings year-round. The Learn to Skate Program is taught by instructors who are employed by the ice rink. These instructors are also hired by individuals and parents to instruct private lessons. Following is a record of the monthly totals of people who participated in the Learn to Skate Program. The pandemic played a significant role in deterring the use of the facility from April through December in 2020. The program is trending upward in 2022.



St. Louis County required facilities to close from March 15 to June 16, 2020, due to the COVID-19 pandemic. Skate USA recommended that September be the earliest start day for the reintroduction of the lesson programs after the pandemic. Lesson programs have been strengthening during the first four months of 2022.

| Learn to Skate Participants - Monthly Totals | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| Month | 2018 | 2019 | 2020* | 2021 | 2022 |
| January | 624 | 652 | 440 | 180 | 504 |
| February | 624 | 452 | 400 | 181 | 508 |
| March | 468 | 775 | 350 | 222 | 383 |
| April | 468 | 511 | 0 | 80 | 516 |
| May | 0** | 500 | 0 | 90 | |
| June | 42 | 128 | 0 | 158 | |
| July | 42 | 42 | 0 | 324 | |
| August | 42 | 332 | 0 | 312 | |
| September | 208 | 116 | 77 | 316 | |
| October | 352 | 364 | 113 | 425 | |
| Novemebr | 144 | 68 | 67 | 408 | |
| December | 0 | 88 | 81 | 102 | |
| Total | 3,014 | 4,028 | 1,528 | 2,798 | 1,911 |

Figure 9 - Learn to Skate Participants

4.1.4 STICK N PUCK PROGRAM

This program provides an opportunity for hockey players to work on passing and shooting skills. No game play is allowed during the program. Stick N Puck is limited to the first 25 participants. Admission is on a first come-first served basis. Players must be present and pay the admission fee to reserve their space. Sign-in begins one hour before the scheduled time. Thus, online registration is not available.

The Stick N Puck program is offered on Mondays, Wednesdays & Fridays, 11:30 a.m. - 1:00 p.m. Additional times may be scheduled as time and the rink schedule permits. Another hockey program that is conducted by private instructors is the goalie camps held in the summer.

4.1.5 FREESTYLE

Freestyle Sessions are for figure skaters only. Skaters can practice sport specific maneuvers and skills. Tuesdays, Wednesdays, and Thursdays, 6:00 a.m. - 9:00 a.m.

4.1.6 PRIVATE LESSONS

Private lessons are taught by the facility instructors. In these instances, the lesson taker pays the facility a \$5 fee. The instructor charges a fee for the lesson. These sessions take place during freestyle and public skating times.

4.1.7 PARTIES/GROUPS

Parties/groups over 15 are sold as a group rate of \$5.00 per skater during public sessions. Room rentals are available at an additional cost in the Dielmann West room at \$25.00 per hour resident or \$35.00 per hour non-resident with a \$50.00 food fee.

4.1.8 PRIVATE ICE RENTAL

Private ice rental is the dominant revenue producer in the facility. In the past, ice was rented at \$230 per hour. Discounts are available for long-term contract rentals. Primary organizations that rent ice include The Creve Coeur Figure Skating Club (CCFSC), The St. Louis Curling Club, The St. Louis Rockets Hockey Association, and numerous high school club hockey teams.

| Four Year Attendance Comparisons | | | | | | | | |
|---------------------------------------|--------------------|--------------|--------------------|--------------|--------------------|--------------|--------------------|---------------|
| Category | 2018 Participation | | 2019 Participation | | 2020 Participation | | 2021 Participation | |
| | Total Rentals | Monthly Ave. | Total Rentals | Monthly Ave. | Total Rentals | Monthly Ave. | Total Rentals | Monthly Ave. |
| Ice Rink | | | | | | | | |
| Private Rentals | 54,202 | 4,517 | 58,805 | 4,900 | 40,202 | 4,020 | 19,590 | 3,265 |
| Public Skating Resident | 3,246 | 271 | 2,540 | 212 | 1,610 | 161 | 468 | 78 |
| Public Skating Non-Resident | 7,528 | 627 | 6,979 | 582 | 2,694 | 269 | 1,167 | 195 |
| Stick-n-Puck, Freestyle, Inst. Hockey | 7,160 | 597 | 6,590 | 549 | 6,141 | 614 | 3,132 | 522 |
| Learn to Skate | 3,014 | 251 | 4,116 | 343 | 2,118 | 212 | 731 | 122 |
| Total | 75,150 | 6,263 | 79,030 | 6,586 | *52,765 | *5277 | *25,088 | *4,181 |

| CREVE COEUR ICE ARENA UTILIZATION STUDY | | | | | | | | | |
|---|--------------------|-----------------------|---------------------|---------------------|-----------------|-------------------|--------------------|------------------------|--------------------|
| Spring / Summer 2019 | | | | | | | | | |
| 2019 SPRING/SUMMER APRIL - AUGUST | HOURS AVAILABLE | OFF PRIME INTERNAL | OFF PRIME RENTED | OFF PRIME UNUSED | PRIME RENTED | PRIME INTERNAL | ICE MAINTENANCE | TOTAL HOURS USED | ICE UTILIZATION |
| Sunday | 17 | N/A | N/A | N/A | 10.5 | 1.5 | 1.8 | 13.8 | 81% |
| Monday | 17 | 1 | 0 | 2 | 5 | 5.5 | 1.3 | 14.8 | 87% |
| Tuesday | 17 | 3 | 0 | 0 | 5.5 | 4 | 1.3 | 13.8 | 81% |
| Wednesday | 17 | 3 | 0 | 0 | 5.5 | 3.5 | 1.3 | 13.3 | 78% |
| Thursday | 17 | 3 | 0 | 0 | 4.5 | 6 | 1.3 | 14.8 | 87% |
| Friday | 17 | 0 | 1.5 | 1.5 | 3.5 | 5.5 | 1.3 | 13.3 | 78% |
| Saturday | 17 | N/A | N/A | N/A | 7.5 | 5 | 1.7 | 14.2 | 83% |
| TOTALS | 119 | 10 | 1.5 | 3.5 | 42 | 31 | 10.2 | 98.2 | 82% |
| Fall / Winter 2019 | | | | | | | | | |
| 2019 FALL/WINTER SEPTEMBER - MARCH | HOURS AVAILABLE | OFF PRIME INTERNAL | OFF PRIME RENTED | OFF PRIME UNUSED | PRIME RENTED | PRIME INTERNAL | ICE MAINTENANCE | TOTAL HOURS USED | ICE UTILIZATION |
| Sunday | 17 | N/A | N/A | N/A | 12 | 1.5 | 1.8 | 15.3 | 90% |
| Monday | 17 | 1 | 0 | 2 | 7.5 | 4 | 1.3 | 15.8 | 93% |
| Tuesday | 17 | 3 | 0 | 0 | 7.5 | 4 | 1.3 | 15.8 | 93% |
| Wednesday | 17 | 3 | 0 | 0 | 7.5 | 3.5 | 1.3 | 15.3 | 90% |
| Thursday | 17 | 3 | 0 | 0 | 6 | 5.5 | 1.3 | 15.8 | 93% |
| Friday | 17 | 0 | 2.5 | 0.5 | 5 | 5 | 1.5 | 14.5 | 85% |
| Saturday | 17 | N/A | N/A | N/A | 11.5 | 3.5 | 1.7 | 16.7 | 98% |
| TOTALS | 119 | 10 | 2.5 | 2.5 | 57 | 27 | 10.3 | 109.3 | 92% |

| CREVE COEUR ICE ARENA UTILIZATION STUDY | | | | | | | | | |
|---|--------------------|-----------------------|---------------------|---------------------|-----------------|-------------------|--------------------|------------------------|--------------------|
| Spring / Summer 2021 | | | | | | | | | |
| 2021 SPRING/SUMMER APRIL - AUGUST | HOURS AVAILABLE | OFF PRIME INTERNAL | OFF PRIME RENTED | OFF PRIME UNUSED | PRIME RENTED | PRIME INTERNAL | ICE MAINTENANCE | TOTAL HOURS USED | ICE UTILIZATION |
| Sunday | 17 | N/A | N/A | N/A | 11 | 1.5 | 1.8 | 14.3 | 84% |
| Monday | 17 | 1 | 1 | 1 | 6 | 3.5 | 1.2 | 13.7 | 80% |
| Tuesday | 17 | 3 | 0 | 0 | 5 | 5 | 2.3 | 15.3 | 90% |
| Wednesday | 17 | 3 | 0 | 0 | 4.5 | 3.5 | 0.8 | 11.8 | 70% |
| Thursday | 17 | 3 | 0 | 0 | 6.5 | 4 | 0.8 | 14.3 | 84% |
| Friday | 17 | 0 | 2 | 1 | 3.5 | 3.5 | 0.8 | 10.8 | 64% |
| Saturday | 17 | N/A | N/A | N/A | 7.5 | 4 | 0.8 | 12.3 | 73% |
| TOTALS | 119 | 10 | 3 | 2 | 44 | 25 | 8.6 | 92.6 | 78% |
| Fall / Winter 2021 | | | | | | | | | |
| 2021 FALL/WINTER SEPTEMBER - MARCH | HOURS AVAILABLE | OFF PRIME INTERNAL | OFF PRIME RENTED | OFF PRIME UNUSED | PRIME RENTED | PRIME INTERNAL | ICE MAINTENANCE | TOTAL HOURS USED | ICE UTILIZATION |
| Sunday | 17 | N/A | N/A | N/A | 12.5 | 1.5 | 1.8 | 15.8 | 93% |
| Monday | 17 | 1 | 1 | 1 | 7.5 | 3.5 | 1.3 | 15.3 | 90% |
| Tuesday | 17 | 3 | 0 | 0 | 6.5 | 3.5 | 1.3 | 14.3 | 84% |
| Wednesday | 17 | 3 | 0 | 0 | 6 | 3.5 | 1.2 | 13.7 | 80% |
| Thursday | 17 | 3 | 0 | 0 | 6 | 5.5 | 1.2 | 15.7 | 92% |
| Friday | 17 | 0 | 2 | 1 | 4.5 | 4 | 0.8 | 12.3 | 73% |
| Saturday | 17 | N/A | N/A | N/A | 10 | 4 | 1.8 | 15.8 | 93% |
| TOTALS | 119 | 10 | 3 | 2 | 53 | 25.5 | 9.5 | 103.0 | 87% |

The days and types of use of the ice arena suggests the percentage of occupied ice time is significant. The percentage of use is between 78% and 82% in the spring and summer of 2019 and 2021. Those percentages improve in the fall and winter of 2019 and 2021. The use during those two seasons average between 87% and 92%.

4.2 UNDERSTANDING USE PERCENTAGES

Tracking the use of the ice rink is critical to best understand performance. The use of the ice needs to be tracked daily, every hour the facility is opened. The type of use needs to be tracked as well. Those data can be helpful when understanding the ebbs and tides the user base. When one user reduces the time of use, new commitments need to be identified elsewhere. For instance, the high schools that rent the facility may only want to use it during the fall or spring of the year. The ice time that they use will become time that is available and might be used by another entity. Open ice time may become a detriment to the overall operation of the facility. However, it can be a positive opportunity to introduce ice facility programming to a different set of potential customers. Therefore, tracking use regularly is critical to the successful function of the facility.

The data derived from understanding the percentage of use in a facility will help reduce the gap between use and non-use; provide valuable budget information during a fiscal cycle; provide information to managers as to when to market the club to new groups; and communicate overall performance of the club to key stakeholders.

4.3 USERS OF THE CREVE COEUR ICE ARENA

To gain an understanding of the users of the ice arena, the consultant reviewed existing organizations that frequent the facilities through programs. The current long-term users of the ice arena include the Creve Coeur Figure Skating Club, the St. Louis Curling Club, the Rockets Hockey Association, and several local high school club teams. Following is a description of each of these organizations.

4.3.1 FIGURE SKATING

The Creve Coeur Figure Skating Club (CCFSC) is a member club of United States Figure Skating Association (USFSA) and is dedicated to supporting skaters and promoting the sport of figure skating. CCFSC has over 125 Home and Associate members from across the St. Louis metropolitan area.

The Creve Coeur Figure Skating Club sponsors activities that are designed to support a range of figure skating interests. They rent ice for regular club ice freestyle skating sessions, and times with instructors for members to improve upon or learn new skills that meet their own goals and interests. The CCFSC also offers skills classes and testing sessions, which are open to members in good standing of the USFSA.

The Creve Coeur Ice Arena is one of the only rinks in the St. Louis metropolitan area that hosts figure skating opportunities.

Source: The Creve Coeur Figure Skating Club. (<https://www.ccfsc.net/about-1>)



4.3.2 CURLING

The St. Louis Curling Club uses the ice arena typically on Friday and Saturday nights and on Sundays. The Creve Coeur facility is the only location in the St. Louis metropolitan area where curling is available. Currently, there are over 170 members of the organization.

Curling is a game played on ice, especially in the cold weather northern states of the U.S., Scotland, and Canada. Large round flat stones are slid across the surface toward a mark. Members of a team use brooms to sweep the surface of the ice in the path of the stone to control its speed and direction. The Creve Coeur Ice Arena is home to the St. Louis Curling Club. Throughout the year the St. Louis Curling Club schedules Learn to Curl sessions to introduce the public to the Olympic sport of curling. Instructors teach the basics of curling and assist new players in playing the game. The club offers leagues and lessons to anyone who wishes to learn and enjoy the sport of curling.

Source: (<https://stlouiscurlingclub.org/index.php>)



4.3.3 ROCKETS HOCKEY ASSOCIATION

The St. Louis Rockets Hockey Association is a non-profit 501(c)3 organization. The club is a fully sanctioned member of USA Hockey. There are over 600 players who participate in the program. There is a significant level of reliance on the collaborative efforts of many people who volunteer to provide a forum for youth ice hockey. While players have a wide range of skill levels, they are all committed to the sport.

The programs stress sportsmanship, friendship, goodwill, and strong values. Players go on to play high school hockey and, in some cases, earn collegiate scholarships.



Source: St. Louis Rockets Hockey Club. (<https://www.rocketshockey.com/>)

USA YOUTH HOCKEY LEVELS

According to the Pure Hockey Resource Center, new youth hockey levels are essentially the same prior to the time when changes were made in 2016—only the names are different. Following is a quick rundown of the youth hockey age groups and the names formerly associated with them:

PRE-2016 USA HOCKEY YOUTH LEVELS

- Mini Mite (ages 5-6)
- Mite (ages 7-8)
- Squirt (ages 9-10)
- Peewee (ages 11-12)
- Bantam (ages 13-14)
- Minor Midget 16 and Under (ages 15-16) (high school junior varsity)
- Major Midget 18 and Under (ages 15-18) (high school varsity)

The changes were required to improve the correlation between the name and the age group. USA Hockey made the classifications more rational.

CURRENT USA HOCKEY YOUTH HOCKEY AGE GROUPS

The new age classifications are as follows:

- Age Category: 8 - Age Division: 8 or Under (8U)
- Age Category: 9-10 - Age Division: 10 or Under (10U)
- Age Category: 11-12 - Age Division: 12 or Under (12U)
- Age Category: 13-14 - Age Division: 14 or Under (14U)
- Age Category: 15-16 - Age Division: 16 & Under (16U)
- Age Category: 17-18 - Age Division: 18 & Under (18U)

Girls' and women's teams also now use similar classifications—the difference is that the oldest category tops out at 19 years old instead of 18:

- Age Category: 8 & Under - Age Division: 8 or Under (8U)
- Age Category: 9-10 - Age Division: 10 or Under (10U)
- Age Category: 11-12 - Age Division: 12 or Under (12U)
- Age Category: 13-14 - Age Division: 14 or Under (14U)
- Age Category: 15-16 - Age Division: 16 or Under (16U)
- Age Category: 17-19 - Age Division: 19 or Under (19U)

Each age division is subdivided into skill levels: A, AA, and AAA, with single-A being the lowest and triple-A the highest levels. Level classifications are not changed from the previous system. The new system gains clarity in age group descriptions.

Note that the youth hockey levels are based on age—everyone in 14U is 14 or under.

Source: Youth Hockey Levels, Explained (<https://www.purehockey.com/c/youth-hockey-levels-explained>)

4.3.4 HIGH SCHOOL HOCKEY PROGRAMS

Several high schools host club hockey teams. The schools and their associated teams use the ice arena for practices. Some junior varsity teams use the facility for games. The varsity teams play in arenas that have a sufficient level of spectator seating. The school teams are affiliated to the school by name only and therefore, gate receipts are necessary to cover the costs of the program.

Following is a list of the high schools that use the Creve Coeur Ice Arena:

- DeSmet Jesuit High School, Varsity and Junior Varsity
- Ladue High School, Varsity
- Parkway West High School, Four teams
- Parkway South High School, Three teams
- Westminster, Varsity
- Chaminade. Varsity

4.4 PARTNERSHIPS

4.4.1 UNDERSTANDING PARTNERSHIPS

The establishment of a partnership can be a positive experience and appears to be necessary given the possibilities and the interest in creating a financially appealing facility that has the proper operational controls and is managed effectively with the overall community interest in mind. Partnership relationships frequently occur in one of several forms. More often they have taken place between two or more public sector organizations. These relationships have historically been successful due to similarities in the operational philosophy of the organizations and the source of funding.

The public sector and not-for-profit organizations, while less frequent, have also engaged in partnerships. However, these partnerships have been primarily program partnerships as is the case with the four primary users of the Creve Coeur Ice Arena.

Partnership relationships usually exist in one or more of the forms outlined in the following examples:

INVESTMENT PARTNERSHIPS

Facility types where these relationships have been beneficial included outdoor turf fields, tennis facilities, gymnasiums, and fitness facilities. The relationship is beneficial to each group as the cost for creating the original structure is shared by each participating entity.

There are several forms of agreement that can be established for the purposes of creating the capital asset. These are generally struck to best suit the participants involved in the relationship. For instance, in the case of the Rockets Hockey Club, this group has suggested an interest in contributing funds to enhance the ice arena. Such a relationship might be beneficial as it may allow each party to have agreed upon access to the use of the facility resulting from the contribution of funds. Another reason is that there may not be a need to create their own facility.

A significant amount of discussion needs to take place before such an agreement is struck. There will be an important consideration as to how such a partnership relationship would hinder or enhance the use of the facility by other key stakeholder users.

OPERATIONS MANAGEMENT PARTNERSHIPS

The public sector organization elects to contract out the day-to-day operations of the facility that is created, typically when the nonprofit partner brings in equity or other capital contribution to the development of the facility. In other instances, the public sector organization may elect to contract and pay a nonprofit operator.

As discussed in Section 8 of this study, It might be beneficial for the city to engage in the outsourcing of food and beverage services as one example. In this instance, an inquiry is distributed as a Request for Qualifications (RFQ) which is many times followed by a Request for Proposal (RFP) for the delivery of food and beverages during day-to-day operations of the facility. The key to a successful relationship is to ensure in the agreement that the private sector or not-for-profit operator pays the public sector on a per-instance basis for the “opportunity” that is presented to them to generate income from a publicly funded facility. The terms of the distribution of the revenues generated by the vendor need to be clearly identified with this contractual relationship. Under the circumstances, this opportunity is palatable given the right contractual agreement with the right operation. Anticipated revenues is not considered in this proforma. What can be expected is that the contractual arrangements that are made must be a net positive factor for the operation.

PROGRAM PARTNERSHIPS

Clearly the one that offers the least impact financially but could have the most significant impact operationally is the program partnership. Programs are typically contracted by the public or not-for-profit sector organization to another public sector, not for profit, or private entity.

In recent years, these programs have included specialized training programs and specific skill activities. This is currently taking place in the ice arena through private skating lessons, stick and puck programs, and hockey goalie camps. The precaution that needs to be considered is that often the value of the ownership is underestimated, and the contract is written in favor of the contractor. Too often the contractor of the program retains more of the percentage of the income than the owner of the facility when the opposite needs to take place due to the extraordinary costs that exist to keep the facility in good operating order. Another precautionary measure is to make certain to benchmark the program partner to ensure program quality and growth.

Another finding indicates that the program partners are provided space at no cost. Storage of a significant amount of supplies and equipment in one case and the use of a room that could be rented for other purposes in another case. These benefits need to be limited and costs associated with that use need to be identified and assessed for the use.

SUMMARY

Joint-use agreements and collaborations with area educational institutions, businesses, and other organizations and institutions can be and have been a significant source of revenue and offer new opportunities for establishing relationships toward offering added programs. However, there may be significant differences in programming priorities among any organization that have an interest in the facility. Those differences will need to be understood and negotiated before successful partnerships could move forward.

CHAPTER FIVE - MANAGEMENT TOOLS

5.1 PRICING METRICS TO BENEFIT OPERATIONS

When managing enterprise funds, the first issue to understand and clarify is determining the core services the facility provides to the customer. Once the core services are understood it is important to determine the method that need to be used to track the performance of those services.

Ice arenas typically do not deviate from the services they render. They are pretty much the same from one facility to the next whether the facility is managed by any one of the three sectors that provide ice services: public, private, or nonprofit organizations. The key however is the knowhow of the organization when tracking use.

5.1.1 ASSIGNED COST RECOVERY GOALS FOR ALL PROGRAMS AND SERVICES:

Significant and time-tested strategies have been created to help organizations to understand the establishment and delivery of programs in facilities. Different pricing strategies are created to enhance use, provide diversity in programming, and ensure the right price is established to recover the costs associated with the program. To accomplish this end, it is necessary to determine pricing philosophies and standards that ensure the facilities economic strategy is in place and consistent with the expectations of the programs that are delivered.

Tier One: Community Benefit Programs and Services: Community Benefit Programs are targeted to recover 30% or less of the direct costs of program delivery. However, 90% to 100% of direct costs within this tier may be subsidized.

- Community-wide events are organized by the Recreation Department staff and offered on an annual basis. A fun run would be one example of this form of programming.
- Another example is an activity that is non-registration based with no organized instruction and is not monitored by the department staff or through volunteer supervision.
- It is many times a Community Mandate Service that provide a social, wellness, health, or safety benefit and is typically offered for free, a nominal fee or donation and may be provided through the efforts of other outside organizations at no cost to the Department.
- Inclusion Services provide for reasonable modifications to policies, programs, and procedures to accommodate people with disabilities. Inclusion services are intended to comply with the Americans with Disabilities Act; ADA (federal mandate). This includes plan reviews for barrier-free access and regulatory compliance.

Tier Two. Beginner Skill Based Programs: Entry-level programs and classes. These programs have a considerable community benefit. These programs and services are targeted to recover 40% cost recovery based on the recommendation of the staff. Up to seventy-five percent of the direct costs within this tier may be subsidized. One hundred percent of the indirect and capital costs may be subsidized.

- Programs include drop-in programs, senior activity rooms for cards and billiards, and field days.
- Therapeutic and Adaptive Recreation services are specialized recreation opportunities for people with disabilities, designed and managed to be specific to the physical, cognitive, social, and affective needs of these populations.
- Programs also include drop-in Babysitting while parents take a class or participate in a program.

Tier Three. Life Skill and Enrichment Based Programs: These programs and services provide a balance of community and individual benefit and are primarily supported by a combination of taxpayer dollars and user fees at the 50% cost recovery level of true costs (both direct and indirect costs).



- These programs could include Preschool programs, Summer Camps, Day Camps, and Youth Development Programs.
- Permit Services and Non-Rental Permit Services are issued to businesses or individual groups for the exclusive use of Community Services property for a special activity, neighborhood event, or for group activity.
- Classes, programs, workshops, and clinics for intermediate-focused activities, such as tennis lessons.
- Youth Camps that are monitored and structured for a half or full day and have a special focus on a single physical, creative, or enrichment activity. Programs may have weekly themes and typically have pre-registration and are offered for a week.
- Art and Culture Education programs are scheduled for youth for an art-related experience for arts, historical, cultural, or environmental programs and classes. A program may or may not involve a school curriculum. The program is offered for a fee to private or public groups. This would include art education programs.

Tier Four. Intermediate Skill-Based Programs. These activities include Mixed Skill Level Programs, Recreation Sports Leagues, and Intermediate Level Programs. There is a 50 - 60% cost recovery level of true costs (both direct and indirect). These programs are expected to be provided by the Department.

- Leagues for youth in all sports, indoors or outdoors.
- Coaches Clinics for youth in all sports.
- Performing arts programs for youth.

Tier Five. Specialty Activities and Events. These programs have high individual benefits and will incur minimal subsidy in the form of taxpayer dollars and have a cost recovery goal of 70%. Programs that fall into this category include specialty camps and fees based special events.

- Exclusive Use Permits are for non-profit and civic rentals for the exclusive use of spaces and facilities. The use may be for one-time or ongoing basis by a 501 C-3 or C-4 non-profit and civic agency for a non-fundraising or admission event or activity. These could include neighborhood associations and not-for-profit organization events.

Tier Six. Advanced Skill-Based Programs and Services: These programs include activities with a high individual-only focus. These would include Trips, Private Lessons, Personal Training, Competition for Adult Sports Leagues, and Advanced Level Program Classes. The cost recovery level should be 100% or more of full cost recovery.

- Fee or Membership Based Monitored Park and Facility Usage: This is for drop-in use of park and facility activity of people that are not registered and may or may not be instructed. This is supervised by agency staff or volunteers and requires payment of a fee or purchase of membership before use.
- Private or Semi-Private Lessons: Arranged for one to three individuals with a specific instructor and or time.
- Adult Advanced Competition Sports Leagues and Tournaments: Scheduled one-time sporting and or multi-game events for various age groups that are organized and or managed by the Department. The games are typically officiated and scored, providing a team experience for participants with the intent to compete or win.

CHAPTER SIX - COMMUNITY INPUT OBSERVATIONS

To aid in the understanding of user groups, the consultant conducted several focus groups that captured observations of the operation from over 70 participants. The names of the participants and categories of their responses are listed in Appendix B. In addition, two questionnaires were used to garner information and opinions from users and nonusers of the facility to understand current attitudes and disposition toward the ice arena facility. One questionnaire was posted on the City of Creve Coeur's website. Over 130 responses were submitted on the website questionnaire. A complete listing of those responses is provided in Appendix C of this study. Only seven responses offered alternative views of the ice arena operations. The alternative views are included in the Appendix and highlighted in blue type. The remaining responses were overwhelmingly supportive of retaining the facility as an ice arena.

Users are passionate toward the facility. While the users represent only 30% of participation by residents, non-resident users are significant supporters of this facility operated as an enterprise fund. Key discussion points from focus group participants were:

6.1 VALUES OF THE ICE ARENA

- Easy access to the rink from the interstate
- Clean and good upkeep
- Rink is centrally located
- Staff is great, always available
- Great traditions
- Arena is the home rink for the Rockets
- Views to the golf course. The facility has a country club feel
- Lighting is great, love the ceiling
- The only rink for figure skaters. 125 skaters ages 6-75
- The only rink for Curling. 177 members and growing

6.1.2 FRUSTRATIONS OF THE ICE ARENA

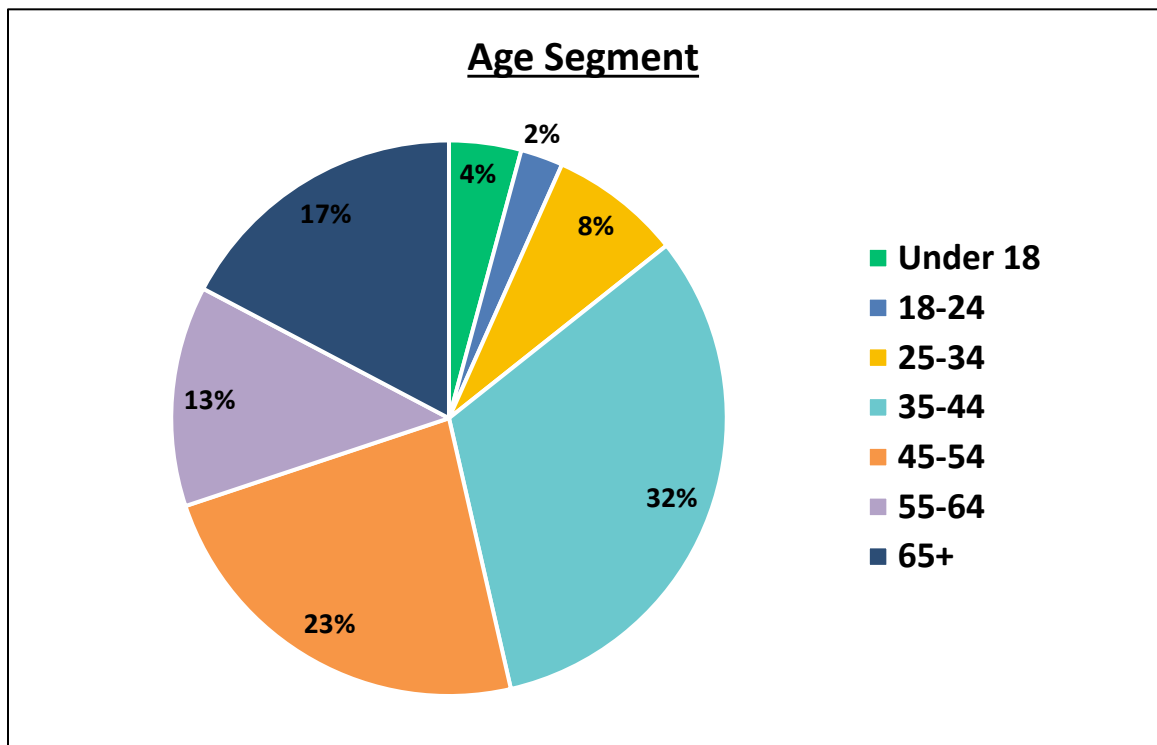
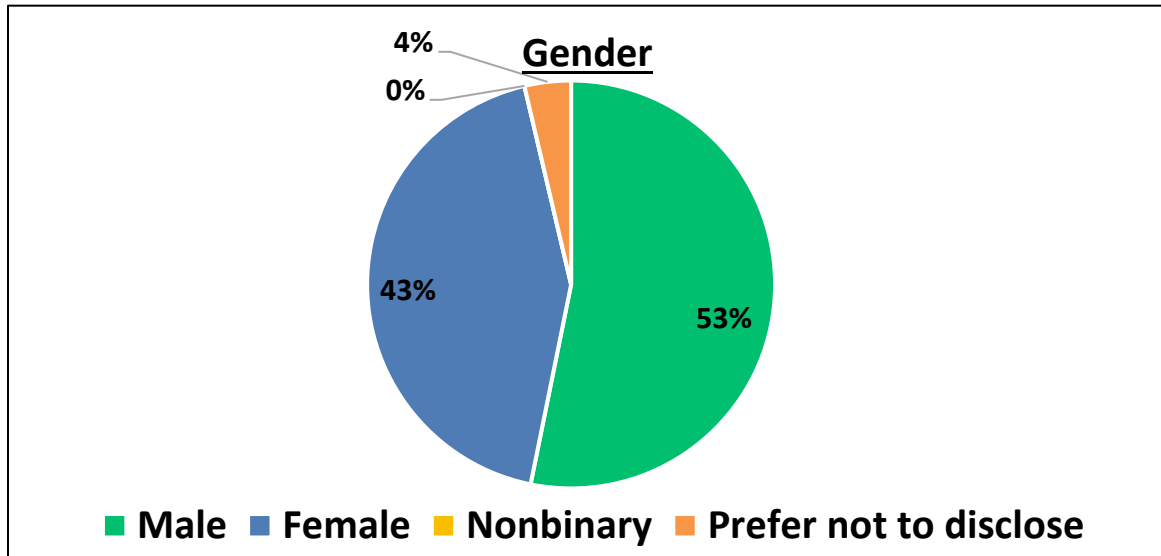
- Not enough ice time is available
- No water fountains, use sinks. Can't put water in water bottles as they won't fit under the spout.
- Can have choppy ice from time to time
- Locker-room floors need a different surface, in a disarray
- Concessions are rarely open
- Parking is a problem/ingress and egress can be a challenge
- Many times the phone doesn't get answered. Not enough staff
- Timing of ice preparation could be better
- Stick and puck sign-ups are not online - done in the arena.
- Impossible to get through on the phone, asked to call back rather than taking a message and initiating the call
- Communication tools need improvement



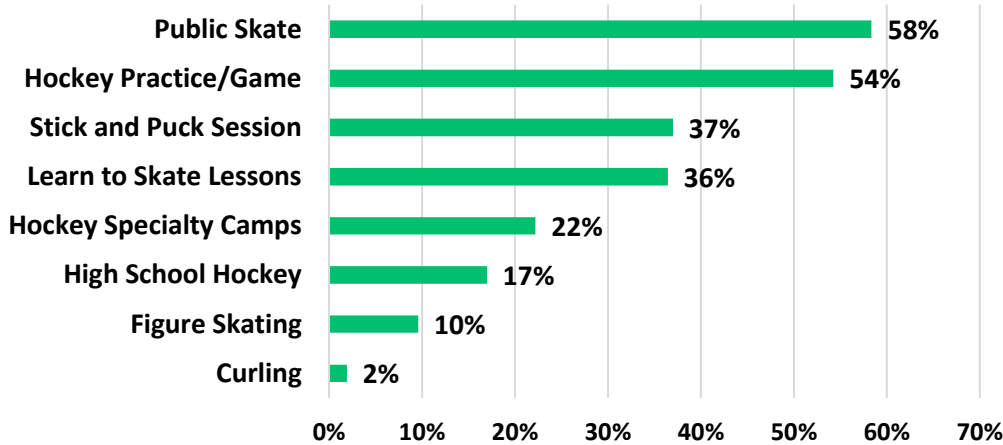
6.2 QUESTIONNAIRE OBSERVATIONS

- 70% of the use is nonresident participation 6.2 Other Findings and Observations A second questionnaire was sent to the email addresses of facility users. Survey monkey was used to calculate the results of the second questionnaire. Nearly 1400 (1395) responses were tabulated from that questionnaire instrument. 408 respondents (29%) were residents of Creve Coeur.

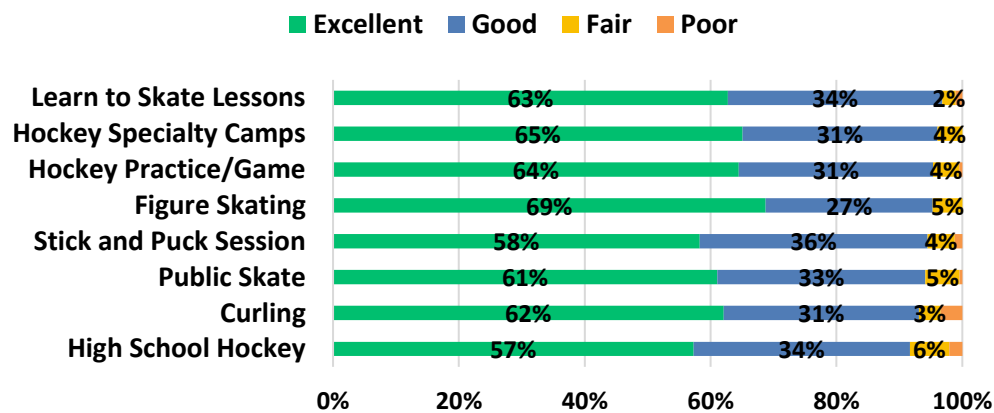
Tables of the questionnaire responses follow:



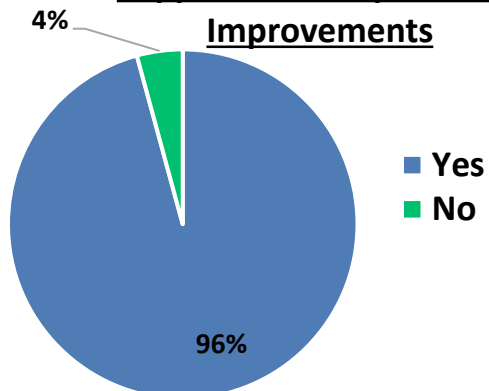
Program Participation



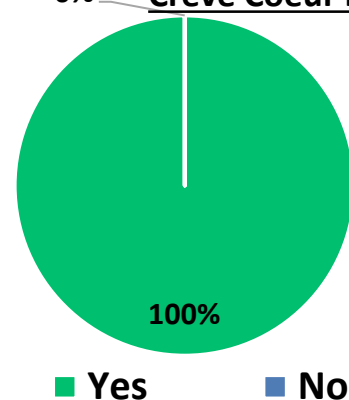
Ratings - Program Quality



Support for Completion of Improvements



Creve Coeur Resident



6.1 SUMMARY

As anticipated, the support for keeping the ice arena as a skating facility is overwhelming. While the support predominantly comes from current and former users, others in the Creve Coeur community recognize the facility as a community asset that needs to be kept.

“As a 41-year-old lifelong St. Louisan, I sincerely hope Creve Coeur decides to maintain and invest in the Ice Arena. I grew up near Creve Coeur and had a birthday party as a child at the rink. I feel like the Ice Arena is part of the charm and culture of Creve Coeur. I now live in Creve Coeur and would be perfectly content with my tax dollars going to the Ice Arena. I also have a 14-year-old son who has played hockey with the St. Louis Rockets for the last 7+ years. In addition, my two daughters (ages 11 and 8) enjoy going to open skates there. I urge the decision makers to do the right thing and continue operating the Ice Arena for years to come!”

“I encourage the city to invest the funds needed to maintain the ice rink. Both of my boys use the rink for practices as part of the Rockets organization and we frequently stop at other businesses in the area for food, gas or groceries. Losing the rink would make their continued participation in hockey more difficult and would significantly decrease the likelihood that I would visit other surrounding businesses.”

There are only a few responses from the community that do not support the facility in its current use. Two of the seven responses were:

“I have always thought too much money has been spent on the ice rink. It is a money pit that will never end. I, personally, and my family, has never used the ice rink. I have grandchildren now and it is unlikely I would Ever take them to the ice rink.”

“I am 66 and have lived in Creve Coeur almost my entire life. Even as a youngster I never used the ice rink. The city should stop spending \$\$\$ on it and just call it a day. Don't get me started on the golf course. I feel the same way about that. I think a community pool, tennis or pickleball courts would be used immensely. But they all cost lots of \$\$\$\$. Cut your losses. Close the ice rink.”

CHAPTER SEVEN - CAPITAL NEEDS

7.1 CONSIDERATIONS FOR IMPROVEMENTS TO EXISTING AMENITIES

7.1.1 FACILITY NEEDS – ICE ARENA

One purpose for this study is to determine if there is value when completing several capital improvements to accomplish several issues that have emerged over time in the facility. The Creve Coeur Mayor, City Council, City Task Force, and staff want to understand the capital costs that are needed to improve existing failing systems and improve cosmetic appearances. It is important to understand these costs when the City Council determines the future direction of the facility.

A list of Capital costs in the order of priority for consideration is provided. The primary capital costs have emerged from a study completed by the B32 Engineering Group, Inc., conversations with the City Council, staff, and the community. A few additional Capital items have been identified by the consultant.

LEVEL “A” IMPROVEMENTS

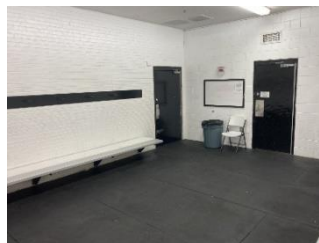
- Replacement of the Dehumidifier system doesn’t work. Refer to the study completed by B32 Engineering Group in the Appendix.
- Replacement of the Ice mechanical system. Refer to the study completed by B32 Engineering Group in the Appendix.
- The repair of the existing backup Olympia or a newer used Olympia.
- Corrections of the Software and Hardware computer systems
- Explore the Sani-Sport professional equipment sanitizer for Hockey, hazmat, fire, and police equipment

LEVEL “B” IMPROVEMENTS

- Freshen the ice arena and support systems, locker rooms, bathrooms with new paint
- Resurface the ice arena shower floors with non-slip finishes (include locker room showers, officials’ office, and the girl’s bathroom.)
- Locker rooms and showers - Existing shower floors (left image) reflect significant use and are unappealing to the user. An example of a shower facility at a competitor facility (right image) will illustrate the desired appearance.

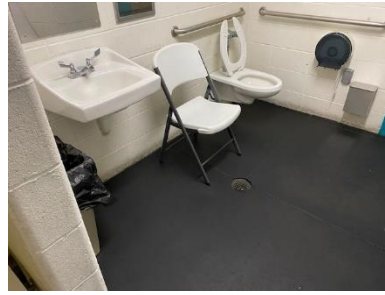
The locker room facilities in the ice arena while clean, needs to be refreshed.

Similarly, the locker room shower floors need to be resurfaced as the example on the right.



Ice Arena Locker room and shower on the left. The locker room and shower floor and walls of a competitor facility are on the right.

The same standard will need to be adopted for ice arena girl's bathroom, official's locker room, and the player locker rooms. The floors appear musty and dirty. The toilet offers no privacy.



Officials Locker room Shower and toilet.

The girls shower to the right. The toilet offers no privacy and is similar to the official's toilet.

LEVEL "C" IMPROVEMENTS

Dryland training space and stretching

There is an opportunity for the city to engage in a development partnership with the hockey camps. Currently, they have identified the need for the use one of the meeting rooms for stretching prior to engaging in camp activities. The space is provided to them without a cost. The staff has placed them in this space as the activity is disruptive when the stretching activity takes place in the warming room. However, there is lost opportunities for rentals when the hockey group dominates the space. There might be an opportunity to expand the facility footprint to create a dry land stretching area and storage for hockey groups.

Determine the function of Concession operations

The concession operation is not a functional activity in the arena. Patrons of the ice arena feel there is a need for the consistent availability of concessions to the users of the facility. There is a need for the concession amenity to accommodate the golf community when the course is operational and the ice patrons during times when they frequent the facility. The concession amenity is frequently not open for business. This recommendation is to not spend funds on the operation but to consider outsourcing the amenity to a private sector or non-profit entity. The use of the partnership options discussed earlier would be a beneficial start to that process to determine the best alternative to use.

Determine strategies for initiating an advertising program on dasher boards in the rink

Many patrons who use the ice arena indicate they patronize local Creve Coeur businesses when members of their family are using the rink. It would be beneficial to examine the cost and return for creating a dasher board promotions program in the rink. Pilot programs can be tested to determine if the concept can be lucrative enough to initiate a plan long term. Boards can be rented for periods of one, two, and three years.

The following spreadsheet is reflective of the projected costs for the improvements listed above. The primary consideration is the replacement of the mechanical. When speaking with the B32 Engineering Group Consultant he advised that a growth factor is advisable when projecting the cost of the work. The increase in the cost is due to the length of time it will take to get delivery of the mechanical equipment once it is ordered. He estimated that it would take up to 12 months before the work can commence on the ice arena to replace the obsolete system.

| Projected Capital Costs for the Court Facility | | | | | | | |
|--|--|--------------------|--------------------|----------------------|---|------------------------|------------------------|
| Account Name | 2018 | 2019 | 2020 | 2022 | 2024 - 2 | 2024 - 3 | 2024 - 4 |
| BUILDINGS AND IMPROVEMENTS | 0.00 | 0.00 | 0.00 | | | | |
| Humidification System Replacement* | | | | | | | |
| Ice Mechanical System Replacement* | | | | | | | |
| Option 1 - Maintaining the Existing System is not being considered | | | | | | | |
| Option 2 | | | | | 1,364,374 | | |
| Option 3 | | | | | | 1,626,034 | |
| Option 4 | | | | | | | 1,769,325 |
| **Paint Locker Rooms | | | | 10,000 | | | |
| **Resurface Locker Room and Shower Floors | | | | 10,000 | | | |
| EQUIPMENT | 29,067.98 | 34,467.12 | 30,517.97 | | | | |
| ***Replacement of Ice Preparation Vehicle | | | | 80,000 | | | |
| Sani Sport Ozone Equipment Cleaner | | | | 21,000 | | | |
| OFFICE EQUIPMENT | | | | | | | |
| ****Improve Registration Software | | | | | 0 | 0 | 0 |
| Total Capital Expenditures | \$29,067.98 | \$34,467.12 | \$30,517.97 | \$ 121,000.00 | \$ 1,364,374.00 | \$ 1,626,034.00 | \$ 1,769,325.00 |
| *Estimates from B32 Engineering Group | | | | 20% growth Factor | \$ 272,874.80 | \$ 325,206.80 | \$ 353,865.00 |
| ***Used equipment guestimate | | | | | \$ 1,637,248.80 | \$ 1,951,240.80 | \$ 2,123,190.00 |
| **Consultant Estimate is Subject to Change via bid | ****Anticipated in original Contract with Vendor | | | | Once ordered, the lead time for delivery is 12 months | | |

If it is determined that the mechanical systems are to be replaced and the facility is to continue as an ice arena, it is best that some work be completed prior to the installation of the new mechanical equipment commences. Cosmetic improvements and a second ice preparation vehicle would be good investments while the city awaits the new mechanical equipment.

7.2 POTENTIAL FUND GENERATOR

Sani Sport uses ozone to de-stinkify the NHL's smelliest gear

- Features:
 - Short 12-minute cycle using a patented ozone process
 - Large cabinet can fit up to 15 helmets at once
 - Easy to operate. Simply place the protective gear on the shelves and press the cycle button
 - 100% stainless steel
 - No water, drains or hookups
 - Caster wheels provide easy mobility
 - Optional Add-On: Drimax system

What Items Can Be Placed in The Sanitizer

- Sports Equipment
 - Helmets
 - Skates
 - Cleats
 - Protective padding including shin guards, shoulder pads
- Law Enforcement / Military Equipment
 - Ballistic vests
 - Riot helmets
 - Boots
 - Gun holsters



- Athletic supporters
 - Goalie gloves
 - Baseball Gloves
 - Batting Gloves
 - Boxing Gloves
 - Exercise Mats
 - Neck and shin guards
- Gloves
- Restraint devices
- Body armor
- Tactical equipment
- Hazmat suits
- Tents
- Bomb Disposal Suits

This equipment is worth investigating as it has the potential to generate revenues during the day when there is no ice rental taking place. Commercial firms are charging \$40-\$45 per bag of equipment. The machine will complete up to 4 bags of equipment per hour. That equates to a little more than 50% of ice rental. The machine is six feet tall, three feet deep and approximately four feet wide.

There are over 600 hockey players that use the ice arena. At \$45 per cleaning the return on the investment of some \$21,000 is quick. If each player had their equipment cleaned one time, the equipment cost would be recovered with the first cycle of cleaning each players equipment. The consultant has been informed that the cleaning takes place multiple times once a person experiences the new fresh aroma of the equipment.

It will require some research to verify the consultant's findings. It is worth the effort to identify new revenue streams in the facility.



CHAPTER EIGHT - OPINION OF EXPENSES

Given the facility has been operating for many years, existing expenses have been used to understand operations. Thus, existing expenses in the facility for labor, contractual services, commodities, and utilities have been used.

8.1 FACILITY STAFF

The facility is operated seven days a week, year-round. Typical hours of operation are from 6:00 to midnight. The midnight hour fluctuates depending on ice rentals. The facility closing hours will change based on the rental commitment.

The facility staff is comprised of the Director of Recreation, Recreation Supervisor, an Administrative Assistant, Front Desk Staff, and staff who are trained and qualified to drive the ice cutting equipment. The Learn to Skate program is held on Saturday mornings. Those employees serve as contract instructors when patrons wish to have a private skate lesson. Private lessons typically take place during public skate times. As such, those instructors monitor the ice during public skate by their presence.

Staffing in the facility is very thin. Many of the staff engage in multiple assignments to satisfactorily complete the responsibilities of the day-to-day obligations of the facility. As with many business operations, finding staff has been difficult. Some observations that might be a challenge at any given time include:

- Evening and closing responsibilities are left up to a part time employee who in most cases is a young college aged individual. The largest level of participation and use in the facility is during these prime-time hours in the facility. This represents a significant burden on these staff. When issues arise, the Recreation Director is called to return to work to manage the issue. Given the long hours of the facility, 5:30 am to 10:00 pm (sometimes 6:00 am to midnight), it is necessary to have administrative staff on hand to provide proper direction and guidance to the part-time staff and administer the use of the facility by patrons.
- When mechanical issues arise, if the maintenance supervisor is not available, the Recreation Director is asked to correct the issue. This difficulty is in part due to the obsolescence of the mechanical system. There is only one ice cutter that can be depended upon to manage quality ice. If that equipment fails, there will be downtime until the equipment can be repaired.
- Identifying qualified ice preparation operators can be a challenge. All non-exempt staff is needed to fill in as the operator of the equipment. Ice cleaning takes place several times in the day, typically prior to a new rental. When an operator is not available, staff need to be pulled from another responsibility to “cut/shave the ice”.
- The front desk operations are thin when providing service. Most times it is due to the need to have them perform double duty elsewhere in the facility. Phones are not answered at the front desk and the point-of-sale equipment is slow when completing transactions.
- Staff has had difficulty identifying custodial help to keep the facility clean. This work has been contracted to the service that cleans the city administration offices.
- Staff who are working in the facility need to adhere to a uniform that is authorized by the administration.

It is important to note that the users of the ice arena love and enjoy the use of the facility. The staff appears to have effectively disguised that they are thin in numbers. However, while patrons will overlook some of these issues if the difficulties don't directly influence them, from time-to-time quality customer service can be short-changed. While it is quite possible to operate a facility in a low cost-control or



reduction format, this approach will have a negative impact on the operation, maintenance, safety, and operational success. The most significant contributing factor to a successful program is a courteous, conscientious, outgoing, hard-working staff. These individuals will determine the success by their actions and presentation.

To curb some of these issues, it is recommended that an assistant facility manager be considered to pick up many of the management and operational responsibilities in the facility.

The following Projected Personnel Costs do not reflect the current budget for the facility. The chart reflects the estimated costs resulting from the salary of an assistant facility manager \$45,000 and an additional \$5,000 for temporary employees.

| Projected Personnel Costs | | | | | |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------|
| Account Name | 2018 | 2019 | 2020 | 2021 | 2022 |
| Account Name | Actual 4 Years Ago | Actual 3 Years Ago | Actual 2 Years Ago | Actual Prior Year | Projected |
| Personnel | | | | | |
| SALARIES - PERM. EMPLOYEES | 127,630.53 | 132,955.82 | 140,652.93 | 139,424.32 | 185,000.00 |
| SALARIES - TEMP. EMPLOYEES | 62,517.24 | 89,265.53 | 63,017.27 | 75,208.88 | 90,000.00 |
| OVERTIME | 2,729.57 | 1,381.34 | 4,171.84 | 796.37 | 3,000.00 |
| VACATION PAY | 0 | 0 | 1,382.95 | 1,382.90 | 1,382.90 |
| LONGEVITY PAY | 0 | 0 | 0 | 0 | 0.00 |
| AUTO ALLOWANCE | 2,880.00 | 2,880.00 | 2,880.00 | 2,880.00 | 3,000.00 |
| PROVISION FOR SALARY ADJUSTMENT | 0 | 0 | 0 | 1,833.70 | 0.00 |
| HOSPITAL AND MEDICAL INSURANCE | 17,895.40 | 17,605.83 | 22,510.00 | 22,777.24 | 25,000.00 |
| SELF INSURED MEDICAL BENEFITS | 0 | 600 | 500 | 0 | 0.00 |
| DENTAL INSURANCE | 1,353.34 | 1,143.08 | 1,247.15 | 1,295.42 | 1,300.00 |
| GROUP LIFE INSURANCE | 414.61 | 476.65 | 487.55 | 454.96 | 500.00 |
| ACCIDENTAL DEATH INS | 90.69 | 95.35 | 75.71 | 48.83 | 100.00 |
| DISABILITY INSURANCE | 299.53 | 354.45 | 408.41 | 373.98 | 425.00 |
| SOCIAL SECURITY CONTRIBUTION | 14,459.41 | 16,790.72 | 15,695.93 | 16,380.47 | 19,000.00 |
| PENSION CONTRIBUTION | 8,773.14 | 10,826.03 | 11,477.15 | 10,624.81 | 12,000.00 |
| WORKERS COMPENSATION | 8,004.86 | 4,607.52 | 4,356.52 | 4,430.37 | 5,000.00 |
| CONTRA EMPLOYER CLEARING | -206.48 | -51.58 | 0 | 0 | 0.00 |
| EMPLOYER CLEARING | 206.48 | 51.58 | 0 | 0 | 0.00 |
| Personnel Expenditure Total | \$ 247,048.32 | \$ 278,982.32 | \$ 268,863.41 | \$ 277,912.25 | 345,707.90 |

The projected budget for each of the following expense categories for the ice arena costs were created for the Finance Office by the Director of Recreation for the 2022 fiscal year. These budget categories include Utilities, Equipment and Supplies, Professional Services, and Capital expenses. The Capital expenses do not include the anticipated expenditures projected for the facility improvements if the ice arena continues in its current form.

| Utilities | Actual 4 Years Ago | Actual 3 Years Ago | Actual 2 Years Ago | Actual Prior Year | Projected |
|------------------|--------------------|--------------------|--------------------|-------------------|-------------------|
| ELECTRICITY | 87,216.39 | 88,729.75 | 80,846.38 | 81,043.72 | 82,000.00 |
| NATURAL GAS | 23,110.89 | 28,683.10 | 25,241.08 | 18,050.76 | 20,000.00 |
| TELEPHONE | 1,262.68 | 771.42 | 642.47 | 458.21 | 300.00 |
| WATER AND SEWER | 21,138.70 | 16,320.32 | 12,469.64 | 19,121.65 | 23,000.00 |
| Utilities | 132,728.66 | 134,504.59 | 119,199.57 | 118,674.34 | 125,300.00 |

| Professional Services | 2018 | 2019 | 2020 | 2021 | 2022 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual 4 Years Ago | Actual 3 Years Ago | Actual 2 Years Ago | Actual Prior Year | Projected |
| TECHNICAL AND PERSONAL SERVICES | 5,608.83 | 6,708.14 | 7,297.23 | 5,396.69 | 8,600.00 |
| PROFESSIONAL SERVICES | 596.5 | 5,078.00 | 3,361.86 | 3,620.76 | 14,000.00 |
| BUILDING AND GROUNDS MAINTENANCE | 20,629.84 | 10,713.38 | 15,496.33 | 10,968.28 | 13,000.00 |
| OFFICE EQUIPMENT MAINTENANCE | 2,680.13 | 3,522.22 | 4,076.59 | 3,968.72 | 2,700.00 |
| LIABILITY AND PROPERTY INSURANCE | 12,500.00 | 12,500.00 | 12,500.00 | 6,935.00 | 7,500.00 |
| PROPERTY INSURANCE (PROPERTY & AUTO) | 0 | 0 | 0 | 8,368.50 | 8,300.00 |
| CABLE TELEVISION | 2,428.11 | 2,518.23 | 2,300.79 | 1,746.46 | 1500.00 |
| ADVERTISING | 310 | 1,200.87 | 690.6 | 132.48 | 350.00 |
| EDUCATION AND TRAINING | 2,245.93 | 1,011.42 | 75 | 0 | 0.00 |
| DUES, MEMBERSHIPS AND SUBSCRIPTIONS | 1,416.65 | 1,584.17 | 1,213.00 | 1,599.16 | 1278.00 |
| TRAVEL AND CONFERENCES | 0 | 0 | 152.95 | 0 | 0.00 |
| EQUIPMENT RENTAL | 395.2 | 0 | 420 | 0 | 0.00 |
| MEDICAL SUPPLIES | 614.7 | 0 | 99 | 0 | 0.00 |
| ICE REPAIRS | 31,411.73 | 21,920.37 | 30,052.26 | 7,439.88 | 25000.00 |
| Professional Service Expenditures | \$ 80,837.62 | \$ 66,756.80 | \$ 77,735.61 | \$ 50,175.93 | \$ 82,228.00 |

| Equipment and Supplies | | | | | |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| CHEMICALS & CLEANING | 5,327.60 | 7,802.51 | 4,644.77 | 4,950.61 | 5000.00 |
| SMALL TOOLS | 431.42 | 436.87 | 289.65 | 35.94 | 500.00 |
| GENERAL SUPPLIES | 1,347.71 | 1,122.56 | 586.75 | 214.38 | 1050.00 |
| GASOLINE AND PROPANE | 9,368.30 | 8,145.88 | 5,626.67 | 7,594.63 | 6000.00 |
| WEARING APPAREL AND LINEN | 1,023.97 | 1,120.08 | 1,401.27 | 1,400.29 | 1400.00 |
| Commodities Expenses | \$ 17,499.00 | \$ 18,627.90 | \$ 12,549.11 | \$ 14,195.85 | \$ 13,950.00 |
| Capital | | | | | |
| BUILDINGS AND IMPROVEMENTS | 3,895.00 | 4,029.34 | 2,715.44 | 16,533.45 | -5000.00 |
| EQUIPMENT MAINTENANCE | 15,204.96 | 16,466.49 | 22,223.51 | 33,919.30 | 29020.00 |
| EQUIPMENT | 649.52 | 11,303.05 | 5,454.50 | 793.13 | 6000.00 |
| OFFICE EQUIPMENT | 0 | 0 | 0 | 665 | 750.00 |
| Capital Expenditures | \$ 19,749.48 | \$ 31,798.88 | \$ 30,393.45 | \$ 51,910.88 | \$ 30,770.00 |



CHAPTER NINE - OPINION OF REVENUE

9.1 FEE STRUCTURE

The ice arena is being operated as an enterprise fund. As such, it is important to capitalized on those opportunities where revenue can be generated to recover the costs for operations. As an enterprise fund it is also important to generate positive cash on an annual basis. The additional revenue is typically held in a Reserve Account sometimes called a Sinking Fund. The funds can be accumulated over time to cover the costs of any operational or capital expense surprises that may occur during a given year. An example might be the need to rent an ice shaver in the event repairs need to take place on an existing machine. The Reserve Account funds would be used instead of monies from the annual operating budget.

Previously in this study discussions regarding partnerships explained the various forms of relationships that can be established to the benefit of the city and the potential partner. Clearly the partnership that offers the least impact financially but could have the most significant impact operationally is the program partnership. There are some programs that have special relationships with the ice arena. The economic or convenience benefit to these programs can be significant.

Some of the programs where this is currently taking place include private skating lessons, stick and puck programs, and hockey goalie camps. While the ice arena enjoys the benefits these programs bring to the facility, often the value of the ownership is underestimated, and the contract is written in favor of the contractor. Too often, the program contractor retains more of the percentage of the income than the facility owner when the opposite needs to take place due to the extraordinary costs that exist to keep the facility in good operating order.

Another finding indicates that the program partners are provided space at no cost. Storage of a significant amount of supplies and equipment in one case and the use of a room that could be rented for other purposes in another case. As indicated earlier in this study, these benefits need to be limited and costs associated with that use need to be identified and assessed for the use.

Additional revenues for the facility can be generated by assessing a fair fee for these specialized benefits. The difficulty might be the effective communication with camp directors, private lesson skate instructors, and organizations that have gained the use of additional space for their program.

Some examples of fees that might be assessed include:

- Ice Rental - The cost for renting prime time ice needs to be increased by \$10 - \$15.

| Ice Arena Fees By Comparison | | | |
|------------------------------|------------------|-----------------|---------------------|
| City / Agency | Size of the Rink | Prime Time Hour | Non-Prime Time Hour |
| Creve Coeur Ice Arena | NHL | \$240-\$250 | \$170 (6-9am M-F) |
| Brentwood Ice Arena | NHL | \$230 | \$160 |
| Kirkwood Ice Arena | NHL | \$230 | \$170 |
| Webster Groves Ice Arena | NHL | \$230 | \$175 |
| Maryland Heights | NHL | \$315 | |
| Ice Zone | NHL | \$295 | |
| Wentzville Ice Arena | NHL | \$295 | |

- Private instruction - Currently the participant pays \$5 for skating and \$7 for the Stick and Puck program. In each case, the instructor of the lessons charges the participant for the instruction

after that fee is paid. The fee can be increased by one or two dollars to the participant by the rink staff before the instruction begins.

- Room Use for Stretching -

One example to recover the cost for the use of the room is calculating the number of hours the space is used times the cost to provide electricity to the space. In the case of the Curling Club the following calculation could be used

- The cost for electricity of the ice arena in 2021 is \$81,043.72
- The square foot size of the room used is 251 sf
- The annual cost to provide electricity in the room is \$323

When considering the Rockets Hockey Camp use of the meeting room one would use a similar calculation. In this case the use would be an hourly assessment times the number of uses per season.

- The cost for electricity of the Golf Pro Shop area in 2021 is \$23,000.
- The square foot size of the room used is 1,336 sf
- The annual cost to provide electricity to the room is \$17
- The cost to the hockey camp for use of the room might be 80 hours times \$25 = \$2,000

The recommended increases in staffing to sufficiently cover the obligations of the compensating additional staff will require some adjustments in the rental fees for ice. There are three general approaches to establishing the fee structure:

1. Private Fee Structure: The structure is designed to maximize revenues by charging what the market will support. Programming events and activities need to be structured to enhance positive cashflow, which in turn provides the funds necessary to fund critical functions of the facility.
2. Merit Fee Structure: Break-even in the delivery of programs. This approach has been used by public sector organizations for some time as funding is becoming limited in the operation and development of facilities. User fees are allocated to the operation of the facilities to enhance break-even operations.
3. Public Fee Structure: Subsidy pricing historically has been the policy of many community facilities. The deficit is addressed through donations or a tax base, depending on the ownership structure and who is providing the service.

To project revenue, the following table estimates the mix of the revenues that might be generated from the establishment of these recommended fee increases.



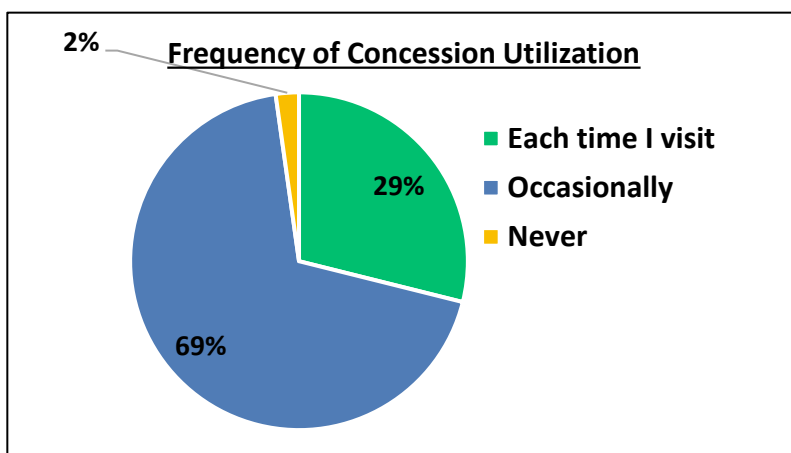
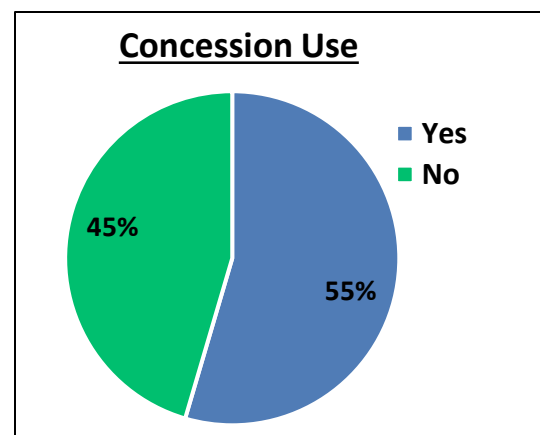
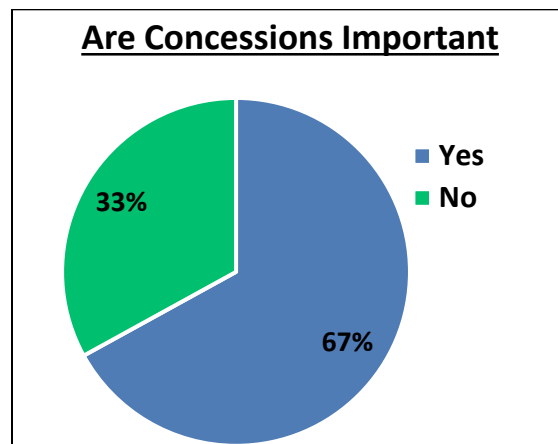
| PROJECTED FACILITY REVENUES | | | | | |
|--|----------------------|----------------------|----------------------|-----------------------|----------------------|
| Account Name | 2018 | 2019 | 2020 | 2021 | 2022 |
| HOCKEY MERCHANDISE REV. | \$ 461.00 | \$ 102.00 | \$ 150.00 | \$ 3.00 | \$ - |
| ADMISSIONS | \$ 46,836.55 | \$ 47,553.00 | \$ 40,163.82 | \$ 16,453.54 | \$ 49,500.00 |
| YOUTH HOCKEY ASSOCIATION | \$ 131,987.00 | \$ 150,653.67 | \$ 143,925.40 | \$ 171,746.25 | \$ 155,700.00 |
| HOCKEY CONTRACT RENTALS | \$ 309,710.80 | \$ 322,745.76 | \$ 195,615.27 | \$ 242,119.99 | \$ 322,750.00 |
| SKATE RENTAL | \$ 10,901.90 | \$ 10,376.61 | \$ 8,361.49 | \$ 316.43 | \$ 9,500.00 |
| SKATE SHARPENING | \$ 636.00 | \$ 792.00 | \$ 558.00 | \$ 396.00 | \$ 650.00 |
| LEARN TO SKATE | \$ 48,476.00 | \$ 51,696.00 | \$ 38,990.00 | \$ 27,829.87 | \$ 47,800.00 |
| LOCKER RENTAL | \$ - | \$ 619.50 | \$ 673.25 | \$ 65.24 | \$ 500.00 |
| FIGURE SKATING CONTRACTS | \$ 28,893.22 | \$ 36,615.50 | \$ 24,392.50 | \$ 30,333.75 | \$ 37,750.00 |
| MISC. ICE ARENA REVENUE | \$ 10,644.25 | \$ 9,883.90 | \$ 50.91 | \$ 486.41 | \$ 250.00 |
| BIRTHDAY PARTIES | \$ 480.00 | \$ - | \$ - | \$ - | \$ - |
| FREESTYLE | \$ 25,370.00 | \$ 26,360.00 | \$ 21,495.00 | \$ 38,883.69 | \$ 28,500.00 |
| DIELMANN TOWER LEASE PAYMENTS | \$ - | \$ - | \$ 10,184.64 | \$ 10,490.18 | \$ 10,500.00 |
| INSTRUCTIONAL HOCKEY | \$ - | \$ 2,832.00 | \$ 728.00 | \$ 2,256.00 | \$ 31,000.00 |
| STICK & PUCK | \$ - | \$ 13,680.00 | \$ 10,477.83 | \$ 12,018.00 | \$ 13,500.00 |
| DIELMANN WEST MTG ROOM RENTAL | \$ 1,508.50 | \$ 29,474.22 | \$ 19,762.56 | \$ 1,428.75 | \$ 30,000.00 |
| DIELMANN EAST MTG ROOM RENTAL | \$ 29,726.00 | \$ 14,013.36 | \$ 14,041.44 | \$ 16,407.82 | \$ 15,000.00 |
| OZONE EQUIPMENT CLEANER | | | | | \$ 45,000.00 |
| Total Ice Rink Sales | \$ 645,631.22 | \$ 717,397.52 | \$ 529,570.11 | \$ 571,234.92 | \$ 797,900.00 |
| INTEREST ON INVESTMENTS | \$ 38.98 | \$ - | \$ 2,148.59 | \$ 170.50 | \$ 500.00 |
| Total Interest on Investments | \$ 38.98 | \$ - | \$ 2,148.59 | \$ 170.50 | \$ 500.00 |
| SALES-SURPLUS PROPERTY | \$ 668.64 | \$ - | \$ - | \$ - | \$ - |
| REIMBURSEMENTS | \$ - | \$ - | \$ - | \$ 12,841.94 | \$ - |
| GAIN/LOSS ON DISPOSAL OF ASSETS | \$ 2,000.00 | \$ - | \$ - | \$ 31,415.74 | \$ - |
| Total Other Revenues and Reimbursements | \$ (1,331.36) | | | \$ (18,573.80) | |
| TOTAL | \$ 644,338.84 | \$ 717,397.52 | \$ 531,718.70 | \$ 552,831.62 | \$ 798,400.00 |

9.1.1 CONCESSION OPERATIONS

The concessions operation is minimal. Ice rink users who responded to the questionnaire reported that there is a need for the existence of the service. However, the frequency of use is only 55%. There is frustration among ice rink users as many indicated that the facility is seldom open. Thus, the low rating of the frequency of use at 29%. On the following page is a profit and loss statement created from concession operation in 2021. The facility reflects losses in each of the years studied. The items that keep the concession operation viable is the sale of alcohol, soft drinks, and sport drinks.

A few challenges confront the operation. Those challenges include difficulty when finding consistent staff and the seasonal changes in the potential frequency of use. The best-selling items occur with the golf season. The golf season offers a consistent number of patrons from 9 to 12 months a year. Golfers enjoy using the patio outside the golf front desk during pleasant seasons. The time for the consumption of beer in a peaceful environment is limited. The golf course produced over 21,599 rounds from June 2021 to April, 2022. Alcohol sales equaled \$25,530 or sales that averaged \$1.18 per player.

If it is determined to outsource the concession facility in the future, potential vendors will want to know the history of sales by type and volume. For the alcohol and other products offered in the operation. It is suggested that data be collected to understand sales and the rounds recorded by day, week, month, and year to better understand how the concession operation produces revenue. Until solid records are kept, the potential for the operations to be managed by the private sector or a non-profit organization would be a challenge.



238 people (17%) of respondents answered Concession use

242 people (17%) responded to concession importance.

276 people 19.7% responded to Frequency of concession use.



| Creve Coeur Ice and Golf | | | | | | | | |
|---|-------------------|--------------|------------------|-------------|-------------------|-------------|-------------------|---------------|
| CONCESSION OPERATIONS | | | | | | | | |
| PROFIT AND LOSS STATEMENT | | | | | | | | |
| | 2018 Actual | | 2019 Actual | | 2020 Actual | | 2021 Actual | |
| | Amount | % | Amount | % | Amount | % | Amount | % |
| Revenue | | | | | | | | |
| Food Sales | 6,349 | 100.0 | 8,402 | 100.0 | 5,973 | 100.0 | 1,878 | 100.0 |
| Snacks | 8,091 | 100.0 | 7,561 | 100.0 | 5,999 | 100.0 | 2,814 | 100.0 |
| Total Food Sales | 14,440 | | 15,963 | | 11,972 | | 4,692 | |
| Cost of Food Consumed | 16,163 | 254.6 | 16,675 | 198.5 | 12,330 | 206.4 | 10,862 | 578.4 |
| Food Gross Profit | (1,723) | -11.9 | (712) | -4.3 | (358) | -3.0 | (6,170) | -131.5 |
| Beverage Sales (Soft Drink and Water) | 18,824 | 100.0 | 17,337 | 100.0 | 15,445 | 100.0 | 10,108 | 100.0 |
| Cost of Beverages Sold | 10,814 | 57.4 | 12,507 | 72.1 | 9,804 | 63.5 | 10,340 | 102.3 |
| Soft Drink Beverage Gross Profit | 8,010 | 42.6 | 4,830 | 27.9 | 5,641 | 36.5 | (232) | -2.3 |
| Beverage Sales | 23,496 | 100.0 | 25,053 | 100.0 | 19,624 | 100.0 | 25,503 | 100.0 |
| Cost of ADULT Beverages Sold | 12,646 | 53.8 | 8,273 | 33.0 | 6,378 | 32.5 | 7,152 | 28.0 |
| Adult Beverage Gross Profit | 10,850 | 46.2 | 16,780 | 67.0 | 13,246 | 67.5 | 18,351 | 72.0 |
| Total Food and Beverage Sales | 56,760 | 100.0 | 58,353 | 100.0 | 47,041 | 100.0 | 40,303 | 100.0 |
| Cost of Food & Beverages Sold | 39,624 | 69.8 | 37,455 | 64.2 | 28,512 | 60.6 | 28,354 | 70.4 |
| Total Food & Beverage Profit | 17,136 | 30.2 | 20,898 | 35.8 | 18,529 | 39.4 | 11,949 | 29.6 |
| Operating Expenses: | | | | | | | | |
| Full Time Salaries and Wages | 54.15 | 0.1 | 54.15 | 0.1 | 54.15 | 0.1 | 108.30 | 0.3 |
| Part Time Payroll | 8,687.00 | | 7,450.00 | | 7,428.00 | | 6,637.00 | |
| Employee Costs (SS & Workers Comp) | 669.00 | 1.1 | 585.41 | 1.0 | 579.22 | 1.2 | 598.17 | 1.5 |
| Workers Compensation | 16.89 | | | | | | | |
| Total Personnel Expenditures | 9,427.04 | 17% | 8,089.56 | 14% | 8,061.37 | 17% | 7,343.47 | 18% |
| Administration and General: | | | | | | | | |
| Technical and Personal Services | 845.00 | 1.4 | 252.00 | 0.4 | 545.00 | 1.2 | 445.00 | 1.1 |
| Equipment Maintenance | 936.53 | 1.6 | 999.09 | 1.7 | 719.00 | 1.5 | 348.34 | 0.9 |
| Building and Grounds Maintenance | 145.00 | 0.2 | 2,000.00 | 3.4 | 520.13 | 1.1 | 190.06 | 0.5 |
| Education and Training | 0.00 | 0.0 | 0.00 | 0.0 | 0.00 | 0.0 | 0.00 | 0.0 |
| Contractual Service Expenditures | 1,926.53 | | 3,251.09 | | 1,784.13 | | 983.40 | |
| Commodities | | | | | | | | |
| Chemicals and Cleaning | 543.77 | 0.9 | 311.22 | 0.5 | 281.68 | 0.6 | 236.17 | 0.6 |
| Small Tools | 22.26 | 0.0 | 0.00 | 0.0 | 22.87 | 0.0 | 0.00 | 0.0 |
| General Supplies | 923.47 | 1.6 | 815.15 | 1.4 | 1,926.49 | 4.1 | 1,232.19 | 3.1 |
| Wearing Apparel and Linen | 113.75 | 0.2 | 0.00 | 0.0 | 3.93 | 0.0 | 31.96 | 0.1 |
| Total Commodities | 1,603.25 | 2.8 | 1,126.37 | 1.9 | 2,234.97 | 4.8 | 1,500.32 | 3.7 |
| Equipment | 200.00 | 0.3 | 0.00 | 0.0 | 39.98 | 0.1 | 0.00 | 0.0 |
| Total Capital Expenditures | 200.00 | | 0 | 0 | 39.98 | | 0 | 0 |
| Energy: | | | | | | | | |
| Electric | 5,542 | 9.5 | 5,578 | 9.6 | 4,909 | 10.4 | 5,202 | 12.9 |
| Water | 1,252 | 2.1 | 959 | 1.6 | 885 | 1.9 | 1,281 | 3.2 |
| Natural Gas | 1,620 | 2.8 | 2,049 | 3.5 | 1,787 | 3.8 | 1,478 | 3.7 |
| Total Energy | 8,413 | 14.4 | 8,586 | 14.7 | 7,580 | 16.1 | 7,961 | 19.8 |
| Total Expenses | 21,570.00 | 38 | 21,053.19 | 36 | 19,700.60 | 42 | 17,788.00 | 44 |
| Concessions Profit (Loss) | (4,433.52) | -7.8 | (155.19) | -0.3 | (1,171.60) | -2.5 | (5,839.00) | -14.5 |

CHAPTER TEN - FACILITY OPERATIONS

10.1 PROFORMA ANALYSIS

The following table represents projections of gross operating performance for the facility based upon revenue projections and expense estimates from earlier discussions in this report.

| Ice Arena Operations | | | | | |
|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual 4 Years Ago | Actual 3 Years Ago | Actual 2 Years Ago | Actual Prior Year | Projected |
| Ice Center Budget | 2018 | 2019 | 2020 | 2021 | Projected 2022 |
| Operational Revenues | \$ 644,338.84 | \$ 717,397.52 | \$ 531,718.70 | \$ 552,831.62 | \$ 798,400.00 |
| Operational Expenses | \$ 365,134.42 | \$ 396,165.90 | \$ 389,541.58 | \$ 394,194.91 | \$ 472,655.90 |
| Net Position | \$ 279,204.42 | \$ 321,231.62 | \$ 142,177.12 | \$ 158,636.71 | \$ 325,744.10 |

The financial performance of the ice arena reflects several calculations that influence the eventual performance of the ice arena. The pandemic was an unfortunate experience to all organizations in the St. Louis region and in the US. The proforma reflects optimism that the facilities economic performance can return to what was experienced in the arena in 2019.

The ice arena staffing is thin. This budget proposal suggests the creation of an Assistant Manager to supervise the facility during prime-time hours and conduct administrative functions in the facility. The budget also allows funds to hire additional temporary employees to backfill some of the stress that is taking place when there is a need to care for the ice, complete minor custodial needs, and managed front desk responsibilities.

While new mechanical systems will be in place, extensions of previous years costs to maintain the facility are projected to be similar. The PROS Consulting believes that utility costs will be less with the new mechanical equipment, however, it is best to project previous utility expenses to avoid operational surprises should the system generate similar results in costs as was experienced in previous years. It is safe to presume that excess funds to support the costs for replacing the mechanical systems will not be available. However, some of the residual revenues could cover the capital costs for cosmetic improvements such as flooring in the bathrooms and locker rooms. A new ice resurfacer could be paid for over a three-year term as well.

It is recommended that minor increases in fees for programs and services in the arena occurs. Fee increases will amount to one dollar for access to the facility and private skating lessons. Hockey camps such as Skate N Puck and goalie clinics will also experience a dollar increase. It is recommended to increase rental in the ice rink \$15 per rental.

As an investment into the opportunity to generate new revenue, the PROS consulting recommends the purchase of an ozone machine that would be available to users to clean their equipment. As discussed earlier, the machine will turn smelly hockey equipment into new. The return on the investment can be less than a year. The revenues generated can aid in curbing the costs for the Assistant Manager position discussed earlier.

10.2 MARKETING STRATEGY

If the City Council determines that replacing the mechanical system and completing the other recommended capital improvements and purchases will take place, the development of a sound marketing strategy will be critical.

The consultant discussed the timing of completing a mechanical system transformation. A 12-month gap in time will take place between the time the new equipment is ordered, and delivery takes place. Defining a message and establishing the ice arena's market message is a critical step to take from the time the "move forward" decision is made, and the facility is reopened for business. It could be as many as 15 months to experience the process. Significant attention to the detail needs to address internal business planning and communicating with the residents of Creve Coeur and the users of the facility.

Marketing efforts need to determine future internal and external user needs, define the many future services provided by the facility, identify the potential user groups for those services, and develop a clear message that explains how the arena can fulfill those needs. While a great deal of the marketing effort will be focused on bringing customers back to the facility, staff will also need to explore how to expand the use by existing customers, determine if a new program mix needs to be created, and identify any new customers who are searching for ice time in the facility.

The down time during the perhaps three months when the new system is being installed and getting ready for use can be used to modify operational procedures. If dashboard advertising is desired, it will be the time to visit businesses near the facility to solicit advertising. In focus group sessions many patrons indicated they shop at nearby stores when waiting for their families at the rink. These businesses would be the first to approach with those solicitations.

Staff will need to manage an easy and concise means of explaining activities and fees to existing and new users. Protocols for scheduling rentals and other events to re-introduce the facility to the ice rink users will be a necessity.

Creativity, initiative, networking, and follow-through will influence the generation of funds when promoting the ice facility. There are several ways to create interest and participation, while at the same time promoting community involvement and improving opportunities for word-of-mouth exposure. Critical considerations when planning for experiences include:

- Communicating with the customer and defining needs
- Understanding resources to access that enhance the internal and external customer experience
- Identifying potential partners / understanding partnerships
- Effective staffing
- Establishing and effectively communicating policies / pricing
- Perhaps most importantly, measuring then communicating the results of the work

10.3 CONCLUSION

There are many wonderful positive influences that will impact the facility operations favorably in the future. If the facility is treated as a new community opportunity, then the potential for significant success can be exponential. Once sound operational practices are implemented, this relationship and new facility amenities offer a terrific opportunity to render a significantly successful ice rink in Creve Coeur.

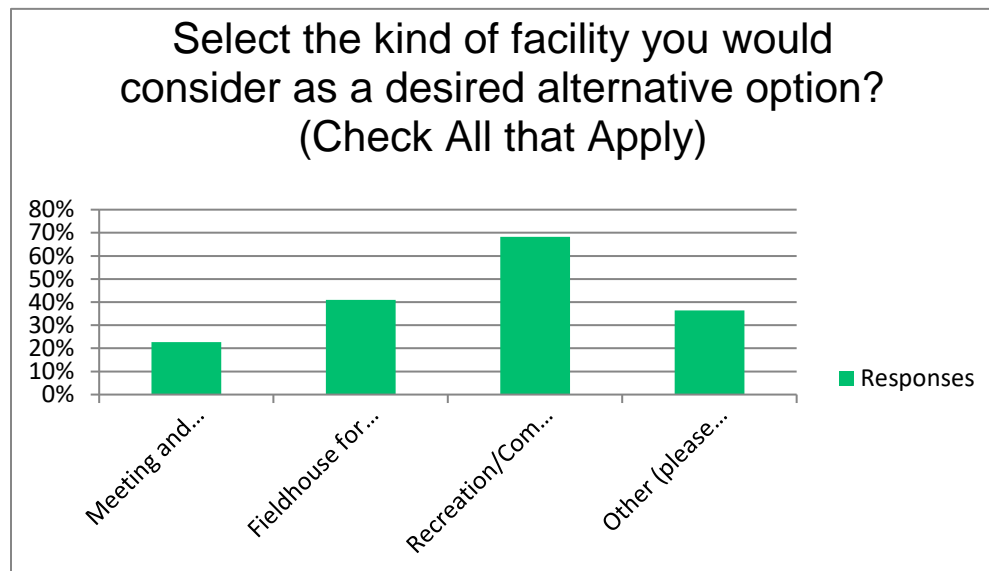
CHAPTER ELEVEN - ALTERNATIVE FACILITY OPERATIONS

Due to the projected costs for replacing the various mechanical systems in the facility, the consultant was asked to review other potential recreation opportunities that could be incorporated in the facility to replace the ice rink operations. A few respondents offered ideas in the questionnaire and on the website. The most common suggestions included a full-service recreation center with multiple recreation elements, a fitness center, and a sport court facility. The following comments and study elements will address each of these alternatives. Only 22 (.015) respondents provided their thoughts on this question which illustrates the strength of keeping the facility as an ice arena.

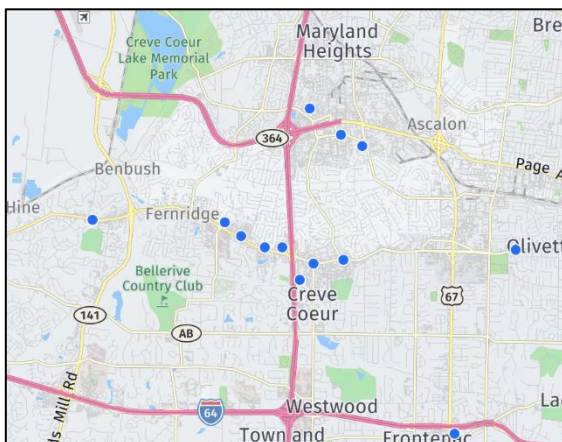
11.1 ALTERNATIVE OPTIONS

11.1.1 ALTERNATIVE USES OF THE ICE ARENA

“It would be wonderful to use the space to build indoor Pickleball courts. This sport is exploding, and no refrigeration will be needed. Courts can be used year-round. Only cost would be initial investment with minimal upkeep. It seems antiquated to keep the space as an ice area when we have several updated and great rinks within a reasonable distance.”



11.1.2 FITNESS CENTER



The competition for generating memberships and use of fitness facilities is rigid. There are many organizations and private companies that are providing fitness programs in or near Creve Coeur. Nine of which are listed in the text below. In addition to these organizations there is an additional 15 operations providing a variety of forms of fitness in nearby communities.

To be competitive in the fitness industry, it is necessary to provide rooms for group fitness classes. Larger rooms are required for selectorized fitness equipment,

aerobic equipment, and free weights. Fitness opportunities in the facilities listed in the full-service recreation center section suggest that the size of those rooms can be between 3,000 and 6,000 feet. As the fitness industry evolves, the cost for replacing the equipment can be high. Many organizations lease the selectorized and aerobic equipment to avoid the high cost of purchasing.

There is plenty of space to create fitness related opportunities and classrooms in the facility. However, the number of fitness facility competitors that are currently available in Creve Coeur and nearby cities make this consideration prohibitive. To be successful, it will be necessary to “compete” against all the established facilities. It is the consultant’s belief and recommendation to avoid the challenges that would take place from these entities if they were to find out that a public entity is entering their workspace.

11.1.3 FITNESS FACILITIES IN AND NEAR CREVE COEUR, MO

1. E3 Performance & Fitness, 758 N New Ballas Rd, Creve Coeur
2. The Fitness Edge, 10571 Olive Blvd, St Louis
3. Orangetheory Fitness Creve Coeur, 11457 Olive Blvd, St Louis
4. Club Fitness - Creve Coeur, 957 Woodcrest Executive Dr, St Louis
5. Bodywise 1-on-1 Personal Fitness Studios Inc, 12341 Olive Blvd, St Louis
6. Fitness in Motion, 1933 Schuetz Rd, St Louis
7. Precision Fitness and Spa, 12545 Olive Blvd, Creve Coeur
8. The Gym for Kids, 12802 Olive Blvd Creve Coeur
9. Hammerbodies Custom Fitness, 600 Emerson Rd, St Louis
10. Lifetime Fitness, 2051 Lindbergh Blvd, St. Louis, MO
11. Missouri Athletic Club, 1777 Des Peres Rd, St. Louis, MO
12. YMCA Maryland Hts, 12521 Marine Ave, Maryland Hts, MO
13. Jewish Community Center, 2 Millstone Campus Dr, St Louis, MO

11.1.4 FULL-SERVICE RECREATION CENTER –

The types of centers that have been established in St. Louis and St. Louis County include facilities located in Fenton, Ballwin, Affton, Maryland Heights, Des Peres, O’Fallon, and the newest facility located in Wentzville, MO. The size of each facility ranges from 70,000 to over 200,000 square feet. These facilities incorporate amenities such as indoor sport courts, aquatic options, classrooms, fitness centers. The Eureka Community Center only offers one gymnasium. Most all the facility construction costs are based on the strength of community sales tax initiatives over a period of several years.

| Recreation Centers with Fitness and Aquatic Facilities | | | | | |
|--|------------------------|-----------|----------|--------------|----------------------|
| Location | Facility Name | Year Open | Gross SF | Fitness Size | Indoor Water Surface |
| Bridgeton | Bridgeton Comm Ctr | 2016 | 53,275 | 4,900 | 5,500 |
| Des Peres | The Lodge at Des Peres | 2004 | 76,360 | 3,500 | 6,425 |
| Eureka | Eureka MO Comm Ctr | 2007 | 30,210 | 3,500 | One Gym, no pool |
| Maryland Hts | Maryland Hts Comm Ctr | 2017 | 91,500 | 6,200 | 4,700 |
| O’Fallon | Renaud Center | 2004 | 65,000 | 6,800 | 5,600 |
| Richmond Hts | The Heights | 2000 | 73,000 | 6,700 | 5,400 |
| St Peters | St. Peters Rec Plex | 1994 | 236,000 | 8,000 | 3,700 |
| Wentzville | Wentzville Comm Ctr | 2022 | 83,100 | 9,500 | 6,000 |

These large facilities drive their economics on memberships and a significant array of classes for a fee. The strength of any success to recover operational costs comes from the diversity of opportunities offered

from the facility amenities mentioned above. Successful facilities offer water, multiple courts, fitness, and classroom amenities from which activities are produced.

The incredible growth of internet commerce over the years has changed that strategy. As retail moves from storefront enterprise to online purchases, thus, the strength of sales tax initiatives to create these facilities wane. For example, the Fenton facility was created on the strength of automobile manufacturing, however, unfavorable economics in the community caused the city to consider contracting the management of the facility to the St. Louis County YMCA for operations.

The total size of the Creve Coeur Ice Arena is 32,660 square feet. (See Appendix E for the total size of the facility). The current footprint of the facility will allow for 22,832 square feet of activities and two class/meeting rooms. The available space for use includes the shell where the sheet of ice currently stands and the alternative use of the warming area adjacent to the front desk. There are 84 parking spaces available for golf and potential new and a alternatively designed facility.

The existing facility footprint is not large enough to accommodate the required four elements mentioned above to encourage economic success. Two of the key elements (meeting rooms and indoor court space) could be accommodated, however, there is not enough room to incorporate an indoor aquatic feature and adequate fitness elements to warrant the incorporation of the facility into a successful recreation center.

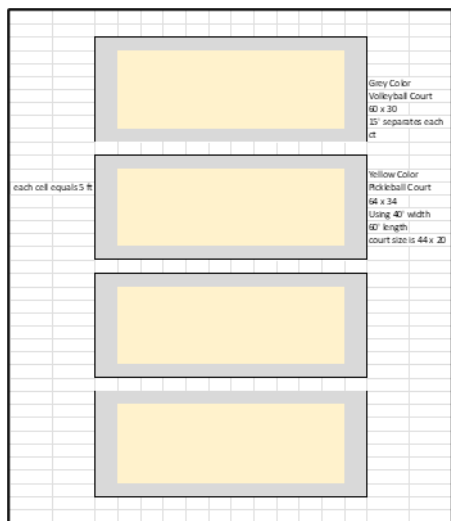
11.1.5 SPORT COURT FACILITY

The third and final option to review is the consideration of converting the ice arena into a sports court facility. Several responses to an alternative use of the ice arena were to create an indoor pickleball facility. As was discussed in the Community Center section above, it is difficult for a facility to generate sufficient cashflow to justify a single activity. Thus, this section is called the Sport Court Facility section. The values of incorporating sport courts are that each of the court types encourage use at different times of the day and weekend.

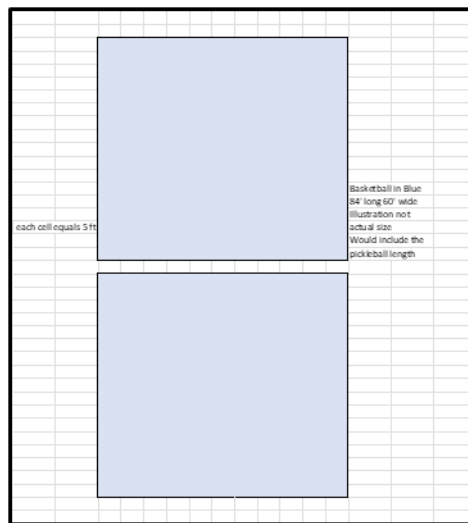


In this scenario, the ice surface would be converted into six basketball/volleyball courts and four pickleball courts. The entire surface could also be used as an indoor futsal court as well. The following graphics illustrates the configuration of these multi-use facilities. Earlier it was thought that the ceiling height was not sufficient enough to support volleyball. The recommended configuration will allow for the courts to be placed in the facility. The minimum height clearance for indoor volleyball courts is 7 m (23 ft), although a clearance of 8 m (26 ft) is recommended. The minimum height for a basketball court is 28 feet.

(4 basketball/volleyball courts)



2 basketball/volleyball courts, futsal)



Pickleball is USA's fastest-growing sport. Pickleball has 4.8 million players in the USA and a growth rate of 39.3% for the last two-year period. Six out of ten players are men, and every 2 out of 3 players play pickleball more than eight times a year.



PICKLEBALL POPULARITY STATISTICS

- Pickleball has 4.8 million players in the United States of America.
- The growth rate of the number of pickleball players for the two-year period is 39.3%.
- The number of players playing pickleball has nearly doubled in the last seven years.
- Every two out of three players are core players, which means that they play pickleball more than eight times a year.

PICKLEBALL DEMOGRAPHICS

- The average age of pickleball players in 2021 is 38.1 years, down from 41 years in 2020. This illustrates that pickleball is gaining traction among the youth.
- The average age of core players is 47.5 years and of casual players is 33.6 years.
- 33% of the core players are over 65 years of age.
- 27.8% of players are in the age bracket 18-34, which is the highest among all the age groups. But this age group also has the greatest number of casual players (33.9% of the total).
- Around 1.2 million pickleball players are college graduates. This makes up around 25% of the people who play pickleball.

NEARBY LOCATIONS WITH INDOOR PICKLEBALL COURTS

- The Lodge - Des Peres, 3 courts
- St. Louis Jewish Community Center, 6 courts
- Neuwoehner High School, 2 courts
- Frontenac Racket Club, 4 courts
- Providers of Adult Sports Leagues
- Sports Monster, volleyball, and basketball
- Jewish Community Center - volleyball, basketball, indoor soccer, and pickleball

YOUTH PROGRAM PROVIDERS

- Park and Recreation Departments
- AAU Basketball and Volleyball

BENEFITS OF THE MULTI-COURT FACILITY

- Large diversity of users
- Serves as an attraction for the mature adult community to participate in court sports and thus illustrating a benefit to residents currently not using the facilities.
- All the court surfaces are the same and require less maintenance than ice maintenance

DRAWBACKS FOR THE MULTI-COURT FACILITY

- Startup costs for engagement of a new form of activity is high (new HVAC, court surfaces, athletic standards for volleyball and basketball and various other equipment needs).
- Conversion of the warming room to a functional meeting room
- Cosmetic improvements to room surfaces, dasher boards and glass partitions
- New approaches to managing the facility. Staffing, programming, scheduling, conducting different programs associated with each sport.
- Establishing a new network of sport experts in given sports will be challenging (Expert teachers in a variety of sport activities, coaches, officials, and assorted leadership skills)
- Determining forms of programming structures that best benefit the organization (contracts, lease agreements, self-operating strategies)
- Down time to retrofit the facility to a new use



| Projected Capital Costs for the Sports Court Facility | | | | |
|--|--------|--|----------------------|----------------------|
| Account Name | Number | PSF Surface Cost | Wood Floor Ttl | Rubber Floor Ttl |
| BUILDINGS AND IMPROVEMENTS | | | | |
| **Humidification System Replacement | | | \$ 250,000.00 | \$ 250,000.00 |
| **Paint Locker Rooms | | | \$ 10,000.00 | \$ 10,000.00 |
| **Resurface Locker Room and Shower Floors | | | \$ 10,000.00 | \$ 10,000.00 |
| EQUIPMENT | | | | |
| **Athletic Equipment (Balls, Pennies, Paddles etc) | | | \$ 20,000.00 | \$ 20,000.00 |
| **Sets of floor equipment for sports | 4 | | \$ 4,000.00 | \$ 4,000.00 |
| **Basketball Goals - Ceiling Hung | 10 | | \$ 50,000.00 | \$ 50,000.00 |
| **Rubber Floor Resurfacing and Stipping for Courts per Square Ft | 17,000 | \$ 15.50 | \$ - | \$ 263,500.00 |
| **NeoShok Wood Floor | 17,000 | \$ 19.00 | \$ 323,000.00 | |
| **Volleyball Equipment (Nets, Standards) | 4 | | \$ 1,000.00 | \$ 1,000.00 |
| **Pickleball Equipment | 4 | | \$ 200.00 | \$ 200.00 |
| ** Athletic Scoreboards - Large | 2 | | \$ 4,500.00 | \$ 4,500.00 |
| ** Athletic Scoreboards - Portable | 4 | | \$ 2,100.00 | \$ 2,100.00 |
| OFFICE EQUIPMENT | | | | |
| ****Improve Registration Software | 0 | 0 | 0 | 0 |
| Total Capital Expenditures | | Total Costs | \$ 674,800.00 | \$ 615,300.00 |
| **Consultant Estimate is Subject to Change via bid | | ****Should be a guaranteed service by the vendor | | |

CHAPTER TWELVE - GOLF OPERATIONS



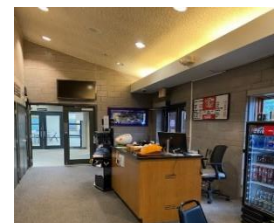
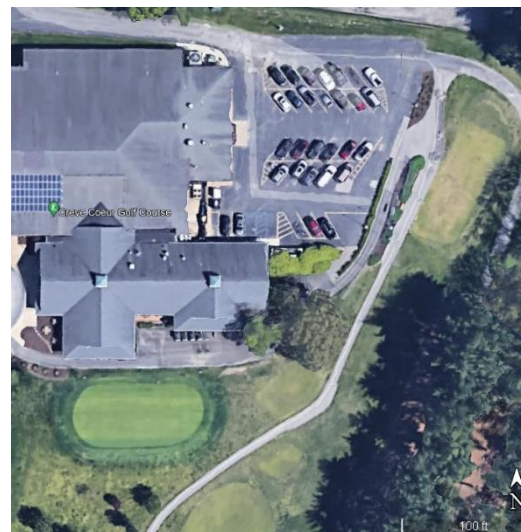
PROS Consulting was asked to conduct a brief study of the golf operations located in the Dielmann Recreation Complex. The Creve Coeur Golf Course is a municipal nine-hole facility located in the heart of Creve Coeur. The course measures 3,050 yards from the men's tees and 2,419 yards from the forward tees. The par 35, golf course is on 55 rolling acres. The slope rating for the course is 111. The golf facility shares a clubhouse facility with the ice arena. While conducting the assessment of the arena, several observations of the golf operations were made as both facilities share interior amenities.

12.1 GOLF FACILITY MAKEUP

The Creve Coeur Golf Course is a public golf course offering open play, tournaments, and special events. The course is home to many leagues of all types, tournaments, high school teams, and group outings.

Casual seating is available in the front of the clubhouse overlooking the practice putting green. Parking is available to the rear of the clubhouse and adjacent to the first tee.

The clubhouse interior is comprised of check in counter with two small closets for storing products such as soft drinks, energy drinks and beer. A limited amount of retail such as golf balls and gloves, and beverages are available at the front desk. The front desk is adjacent to a shared concession stand and offers casual seating for users of the golf course and the ice arena.



The east meeting room is used by the ice arena and the golf course for reservations and meeting. The golf course uses the room as a “tournament central” for post event meals and awards ceremonies. The east meeting room once housed the golf course manager and a small retail operation comprised of golf products for resale.

Across the hall from the meeting room are locker rooms for men and women. The locker rooms are equal in size and provide players with a bank of lockers, toilet facilities and a shower.

The lower level of the golf operations provides storage for the golf carts.



The purpose of this analysis is that the ice arena has been supporting the golf course economically for some time. There is an interest in determining ways the golf course can recover the expense of operations. To determine how that might take place an analysis of the operations is being completed to determine the potential for additional revenue streams.

Strengths, Weaknesses

Strengths

- The staff is pleasant and willing to work long hours which is common in the golf industry.
- The location of the facility is terrific. There is easy access from major highways.
- The appearance and condition of the course is terrific, well kept, pleasantly undulating terrain, and great turf.
- Costs to play are competitive with similar 9-hole facilities in the region.

Weaknesses

- Customer Service - not responding to phone calls.
- Thin staff. This causes difficulties if the phone is not answered. Patrons are asked to call back.
- The front desk operations are in a vulnerable location
- Inconsistent concession operations
- Golf manager’s office is on the opposite side of the facility.
- Golf revenues need to be increased
- Recording of operations needs to incorporate greater detail of the course performance.

12.2 SUGGESTIONS FOR MODIFICATIONS

Thin Staff - Office Location of the Manager-Customer Service

These two items are equally important when considering the customer service requirements that come with the effective operation of a golf facility. Quality customer service is critical in any operation that requires income from the consumer. Some of the troubling issues that were expressed during discussions with the community indicated such issues as phones not being answered and the inability to establish a tee time for play.

While it is understood the golf manager is on the job during long hours of the day, it is important that their office access is established around the golf operations and not in another part of the facility. There are many conversations and issues that can emerge that need to have the ear of the golf manager which becomes difficult when the manager is in another part of the facility.

There are times when the front desk staff person needs to address user needs in and around the facility and thus, they are away from the front desk. The times those needs arise can be documented to provide the justification for more than one person working in the clubhouse to manage the front desk responsibilities and those that might be remote responsibilities. One example might be managing golf cart retrieval from the storage facilities or cleaning carts for the next user.

These issues could be monitored and assessed in greater detail during on-site observation by PROS Consulting.

Operations Reporting

Recording the use of the golf course is critical to best understand performance. The use needs to be tracked and recorded daily and every hour the facility is opened which then translates into weekly and monthly use. Monthly round reports are used to make decisions about fees, programs, and supply orders in the future. While I am confident the staff knows what this information is because of their longevity, the recorded documentation is critical should there be a change in personnel in the future. The type of use needs to be tracked as well. Those data can be helpful when understanding the ebbs and tides the user base. When one user reduces the time of use, new commitments need to be identified elsewhere. Tracking use regularly is critical to the successful function of the facility.

The data derived from understanding the percentage of use in a facility will help reduce the gap between use and non-use; provide valuable budget information during a fiscal cycle; provide information to managers as to when to market the club to new groups; and communicate overall performance of the club to key stakeholders.

Front Desk Location

The location of the front desk is highly vulnerable during times when staff is not present to monitor and manage those operations. Products that are for sale are available to people whenever the facility is open. The golf operations end at sunset or earlier. Ice arena operations are open many times until midnight. The golf operations front desk is not supervised between the time golf operations close, and the time the ice arena closes for the evening. This can be a span of five to six hours. The products at the front desk are available to anyone who passes by the desk. Concerns are inventory control in an operation that needs to generate revenue. When and if inventory is reduced, so too does the potential revenue in sales or loss of retail products through theft.

Concession Operations

A few challenges confront the operation. Those challenges include difficulty when finding consistent staff and the seasonal changes in the potential frequency of use. The best-selling items occur with the golf season. The golf season offers a consistent number of patrons from 9 to 12 months a year. Golfers enjoy using the patio outside the golf front desk during pleasant seasons. The time for the consumption of beer in a peaceful environment is limited. The golf course produced over 21,599 rounds from June 2021 to April 2022. Alcohol sales equaled \$25,530 or sales that averaged \$1.18 per player. It is understood that many of your users are under the age of legal consumption. However, it is important to understand the average cost of sales to ensure that the price point for product sales is at the expected levels of the city.

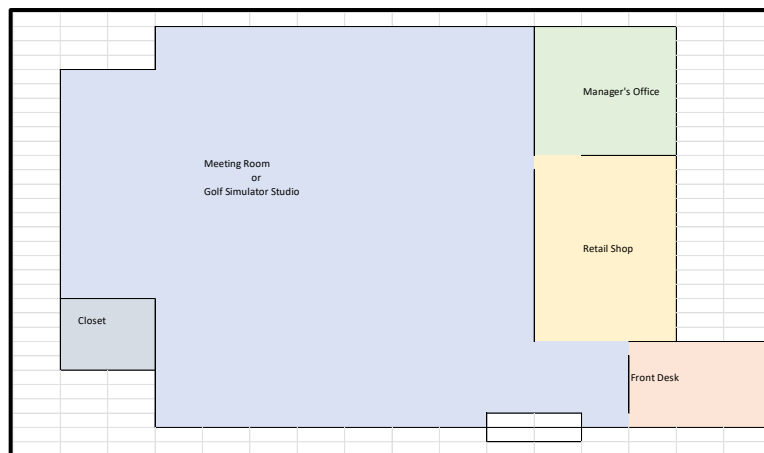
If it is determined to outsource the concession facility in the future, potential vendors will want to know the history of sales by type and volume. For the alcohol and other products offered in the operation. It is suggested that data be collected to understand sales and the rounds recorded by day, week, month, and year to better understand how the concession operation produces revenue. Until solid records are kept, the potential for the operations to be managed by the private sector or a non-profit organization would be a challenge.

12.3 ALTERNATIVE USE CONSIDERATIONS

Allocation of Space

Moving the golf manager's office back to the east meeting room and creating a secure environment for the retail items would help with some of these challenges. A partition can be placed in the same location that once separated the room. The image below illustrates how that might appear. As I understand, the configuration is similar to a previous design.

The adjacent meeting room could be used as it is currently used.



Another option could be to pursue the potential for new revenue. That strategy would incorporate the conversion of the meeting room into a golf studio with a golf simulator. The studio could be used for multiple activities. As a wintertime golf league venue and as a practice venue for players who would like to work on their game at any time of the year.

Another program that would be a year-round activity not currently offered at

the golf facility would be a modified version of golf instruction. In this case, the room would serve as a golf lesson/play experience. A golf instructor would give lessons with the use of the simulator to one or two individuals at a time in a package of six to eight 30-minute lesson segments. After each session they would play a few holes on the golf course (1, 2 or 3 holes) to experience their newly learned golf skill. This lesson program can offer any number of lesson packages. The following lesson strategies might be priced differently:

- Single person half-hour lesson on the simulator
- Two-person half-hour lesson on the simulator
- Single person half-hour lesson on the simulator then one, two, or three holes of golf with the instructor on the course.
- Single person half-hour lesson on the simulator then one, two, or three holes of golf with the instructor on the course.
- In the case of c and d, the price would differ and be determined by the number of holes played.

The interesting feature of this program is to provide lesson takers and opportunity to play in a season ending event to recognize their growth when learning a new game. Perhaps more importantly, the golf course growing the game by creating a new user group for future play.

The key will be identifying a passionate and skilled instructor to promote, manage and teach in the program. However, strategies toward generating the revenue and compensating the instructor need to be carefully negotiated. It will be important to make sure the golf club retains it's fair share of revenue from the program.

The capital costs for this program will be around \$20,000. Seems like a lot, however, the costs can be mitigated through quality programming. A quality program as suggested on the previous page would be able to gain a return on the investment to create the space and purchase the golf simulator system. As with most all cases where programming takes place, the key is the level of program quality and the instruction leadership.

Greens Fees - Tracking Data of Use

To understand the impact that greens fees have on the golf course operational revenue it is important to track all lines of revenue when selling golf play. Currently, there are seven or eight lines of golf business that needs to be tracked. In addition to those listed in the Golf Course Fees chart below there are rounds produced by leagues, outings, special events, lesson income, and online reservations. Each of these need to be singled out and retain their own line of productivity each day, week, and month of the year. It seems cumbersome; however, it is the best way to understand the line of business that is producing good revenue when compared with lines of business that need to be stimulated. The point-of-sale system needs to be tabulated so that all of these revenue streams have a record of activity.

| Golf Course Fees by Comparison | | | | | | | |
|---|-----------------------|---------------------------|-----------------------|---------------------------|--------------------------------|------------------------------------|-----------------------|
| 9 Hole Golf Course | Weekday Resident Rate | Weekday Non-Resident Rate | Weekend Resident Rate | Weekend Non-Resident Rate | Junior - Senior Resident Rates | Junior - Senior Non-Resident Rates | Cart Rental Per Rider |
| Alton, IL Rock Springs Golf Club | \$ 12.00 | \$ 12.00 | \$ 13.00 | \$ 13.00 | \$ 10.50 | \$ 11.00 | \$ 5.00 |
| Ballwin Mo - Ballwin Golf Course | \$ 15.00 | \$ 17.00 | \$ 15.00 | \$ 17.00 | \$ 13.00 | \$ 15.00 | \$ 6.50 |
| Creve Coeur Golf Club, Effective 3/1/22 | \$ 13.00 | \$ 16.00 | \$ 14.00 | \$ 17.00 | \$ 12.00 | \$ 15.00 | \$ 8.00 |
| St Ann, MO - St Ann Golf Course | \$ 10.00 | \$ 13.00 | \$ 11.00 | \$ 14.00 | \$ 12.00 | \$ 13.00 | \$ 6.00 |
| University City - Ruth Park Golf Course | \$ 13.00 | \$ 15.00 | \$ 14.00 | \$ 17.00 | \$ 11.00 | \$ 15.00 | \$ 5.00 |

It appears that the prices for golf are on parallel with Ballwin Golf Course with some room to grow. It will be important to know the separation of income from each of the revenue streams identified on the next page to understand where prices might be adjusted. While the fees were recently increased as of March 2022, new prices might be considered for 2023 to allow the golf course to carry more of its operational costs.



| Golf Course | Facility Participation Reports | | | | | | | | | | | | | | | | | | | Totals |
|--|--------------------------------|----------|--------|---------|--------|--|--------|--|--------|--|--------|--|--------|--|--------|--|--------|--|--------|--------|
| | Jul-22 | July Rev | Aug-22 | Aug Rev | Sep-22 | | Oct-22 | | Nov-22 | | Dec-22 | | Jan-23 | | Feb-23 | | Mar-23 | | Apr-23 | |
| Resident Rounds Played | | | | | | | | | | | | | | | | | | | | |
| Juniors | | | | | | | | | | | | | | | | | | | | |
| Seniors | | | | | | | | | | | | | | | | | | | | |
| All other | | | | | | | | | | | | | | | | | | | | |
| Non-Resident Rounds Played | | | | | | | | | | | | | | | | | | | | |
| Juniors | | | | | | | | | | | | | | | | | | | | |
| Seniors | | | | | | | | | | | | | | | | | | | | |
| All other | | | | | | | | | | | | | | | | | | | | |
| % of Residents V Non Residents | | | | | | | | | | | | | | | | | | | | |
| Website Rounds Played | | | | | | | | | | | | | | | | | | | | |
| Promotional Rounds Played | | | | | | | | | | | | | | | | | | | | |
| Rounds from Camps | | | | | | | | | | | | | | | | | | | | |
| Rounds from Tournaments with Resident Rate | | | | | | | | | | | | | | | | | | | | |
| Rounds from Tournaments with Resident Rate | | | | | | | | | | | | | | | | | | | | |
| Total Rounds | | | | | | | | | | | | | | | | | | | | |
| Days of Operation | | | | | | | | | | | | | | | | | | | | |
| Average Round Per Day | | | | | | | | | | | | | | | | | | | | |
| Carts Rented | | | | | | | | | | | | | | | | | | | | |
| Percent of Rounds with Carts | | | | | | | | | | | | | | | | | | | | |
| Total | | | | | | | | | | | | | | | | | | | | |
| Number of Events / Group Outings | | | | | | | | | | | | | | | | | | | | |

12.4 GOLF OPERATIONS BUDGET

A review of the golf operations budgets will provide a glimpse into the three year history of previous performance and projected expenses and revenues for 2022.

Golf Maintenance Budget

| Account Name | 2019 | 2020 | 2021 | 2022 |
|------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel | 118,266.54 | 125,918.48 | 125,570.00 | 132,463.00 |
| Contractual | 29,956.73 | 30,219.86 | 31,815.00 | 42,864.00 |
| Utilities | 38,848.78 | 33,863.53 | 41,898.00 | 35,398.00 |
| Materials and Supplies | 9,269.80 | 10,109.55 | 10,885.00 | 10,025.00 |
| Merchandise for Resale | 8,912.14 | 11,693.80 | 9,660.00 | 9,660.00 |
| Capital | 34,467.12 | 30,517.97 | 31,224.00 | 31,224.00 |
| TOTAL | \$239,721.11 | \$242,323.19 | \$251,052.00 | \$261,634.00 |

Golf Clubhouse Budget

| Account Name | 2019 | 2020 | 2021 | 2022 |
|------------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel | 192,812.09 | 201,843.75 | 223,136.00 | 212,176.35 |
| Contractual | 24,512.87 | 15,075.87 | 21,002.00 | 22,602.00 |
| Utilities | 20,925.11 | 29,551.88 | 29,580.00 | 28,880.00 |
| Materials and Supplies | 29,460.19 | 27,859.77 | 28,700.00 | 33,241.00 |
| Capital | 4,847.02 | 11,212.56 | 8,000.00 | 19,000.00 |
| TOTAL | 272,557.28 | 285,543.83 | 310,418.00 | 315,899.35 |

Golf Operations Revenues

| | 2019 | 2020 | 2021 | 2022 |
|---------------------------------------|--------------------|--------------------|-------------------|---------------------|
| Account Name | Actual 3 Years Ago | Actual 2 Years Ago | Actual Prior Year | Current Year Budget |
| GREENS FEES | 251,064.38 | 296,561.91 | 419,134.68 | 325,000.00 |
| CART RENTAL | 69,646.00 | 66,628.00 | 94,735.95 | 86,000.00 |
| EQUIPMENT RENTAL | 464.00 | 280.00 | 450.00 | 500.00 |
| Golf Revenue | 321,174.38 | 363,469.91 | 514,320.63 | 411,500.00 |
| BEER | 25,053.00 | 19,624.00 | 25,502.50 | 24,000.00 |
| SANDWICHES AND HOT DOGS | 8,402.35 | 5,973.00 | 1,878.00 | 6,800.00 |
| MISC. GOLF COURSE REVENUE | 10,135.27 | 11,534.12 | 11,425.11 | 10,840.00 |
| COFFEE, TEA, AND SOFT DRINKS | 17,373.00 | 15,445.16 | 10,108.50 | 13,000.00 |
| SNACKS | 7,560.55 | 5,998.69 | 2,813.66 | 5,650.00 |
| Food and Beverage Revenue | 68,524.17 | 58,574.97 | 51,727.77 | 60,290.00 |
| GOLF CLUBS REVENUE | 5.00 | 0.00 | 155.00 | 40.00 |
| GOLF BALLS REVENUE | 8,787.47 | 10,529.62 | 10,595.40 | 10,500.00 |
| GOLF HATS REVENUE | 241.50 | 0.00 | 0.00 | 0.00 |
| MEN'S APPAREL REVENUE | 3,737.71 | 4,095.50 | 3,131.50 | 3,000.00 |
| LADIE'S APPAREL REVENUE | 147.50 | 59.00 | 287.50 | 100.00 |
| MISC. MERCHANDISE REV. | 1,220.97 | 1,124.34 | 888.89 | 1,000.00 |
| Merchandise for Resale Revenue | 14,140.15 | 15,808.46 | 15,058.29 | 14,640.00 |
| TOTAL | 403,838.70 | 437,853.34 | 581,106.69 | 486,430.00 |

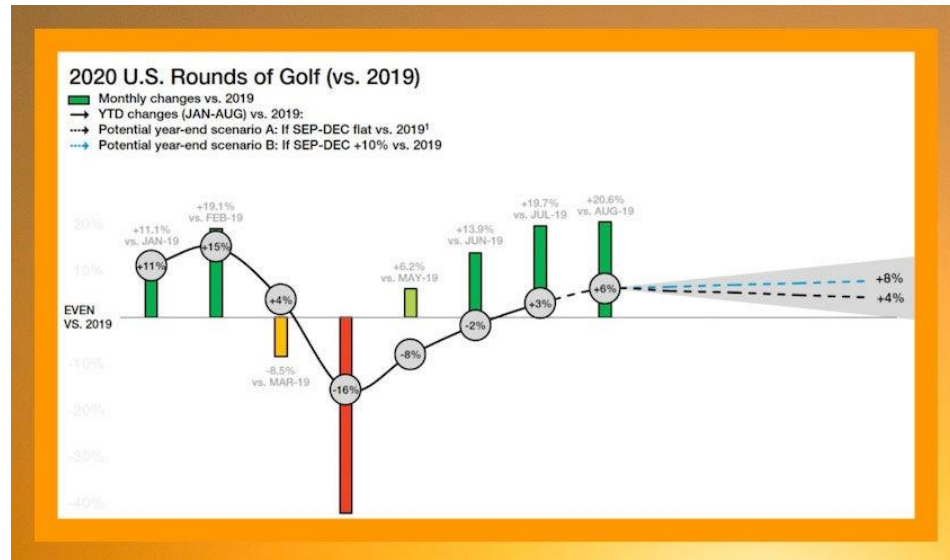
Projected Golf Operations Net Position

| Golf Operations | | | | |
|---------------------------------|--------------------|-------------------|------------------|-------------------|
| Account Name | 2019 | 2020 | 2021 | 2022 |
| Total Revenue | 403,838.70 | 437,853.34 | 581,106.69 | 486,430.00 |
| Golf Pro Shop Expenses | 272,557.28 | 285,543.83 | 310,418.00 | 261,634.00 |
| Golf Course Maintenance Expense | 239,721.11 | 242,323.19 | 251,052.00 | 315,899.35 |
| Golf Course Net Position | -108,439.69 | -90,013.68 | 19,636.69 | -91,103.35 |



12.5 GOLF ROUND HISTORY AND FUTURE PROJECTIONS

A review of the golf rounds and the history of facility use is consistent from one year to the next. The Covid year experienced growth influenced golf considerably in terms of the increase in play. According to the National Golf Foundation a significant show a massive uptick in play; U.S. golfers logged 20% more rounds in August 2020 than August 2019. The increase marks the fourth consecutive month with a year-over-year increase and underscores a trend: People are playing a lot of golf.



<https://golf.com/travel/golf-rounds-played-increase-2020-coronavirus/>

The Creve Coeur golf facility achieved a 20% growth in total rounds played in the 2020/21 Fiscal Year as well.

| Golf Rounds History | | | | | | | | |
|------------------------------------|--------------------------------|--------------------------|--------------------------------|---|--------------------------------|--------------------------------|------------------------------|-------------------------|
| Category | Fiscal Year 2020 Participation | | Fiscal Year 2021 Participation | | Fiscal Year 2022 Participation | | Fiscal Year 2023 Projections | |
| Golf Course | Total Rounds | Daily Average/210 Days** | Total Rounds | Daily Average/237 Days** | Total Rounds | Daily Average/232 Days** | Total Rounds | Daily Average/240 Days* |
| Resident Rounds Played | 6,350 | 30 | 6,908 | 29 | 6,400 | 582 | 6,150 | 26 |
| Non-Resident Rounds Played | 10,244 | 49 | 13,620 | 57 | 14,083 | 1,280 | 13,310 | 55 |
| % of Residents V Non Residents | 30% | | 26% | | 27% | | 27% | |
| Website Rounds Played | 4,369 | 21 | 5,557 | 23 | 2,900 | 264 | 3,100 | 13 |
| Promotional Rounds Played | 344 | 2 | 367 | 2 | 270 | 25 | 250 | 23 |
| Tournaments, Camps, Special Events | 193 | 1 | 212 | 1 | 232 | 21 | 240 | 1 |
| Carts Rented | 9,858 | 822 | 11,841 | 830 | 10,750 | 977 | 10,000 | 909 |
| Percent of Rounds with Carts | 46% | | 44% | | 45% | | 43% | |
| Number of Events / Group Outings | 37 | | 28 | | 32 | | 35 | |
| Total | 21,500 | 102 | 26,664 | 113 | 23,885 | 2,171 | 23,050 | 118 |
| | | | | **Number of playable days on the course | | * Based on a projected average | | |

12.6 PRO SHOP RETAIL SALES

An analysis of the net revenues generated in the golf pro shop, it can be determined that the pricing is performing effectively, and the margin attained between the cost of goods sold and the revenue that is generated is very good ranging from 35% to 59% in the three years of full operation.

| Golf Products Revenue | 2019 | 2020 | 2021 | 2022 |
|---------------------------------------|------------------|------------------|------------------|------------------|
| GOLF CLUBS REVENUE | 5.00 | 0.00 | 155.00 | 40.00 |
| GOLF BALLS REVENUE | 8,787.47 | 10,529.62 | 10,595.40 | 10,500.00 |
| GOLF HATS REVENUE | 241.50 | 0.00 | 0.00 | 0.00 |
| MEN'S APPAREL REVENUE | 3,737.71 | 4,095.50 | 3,131.50 | 3,000.00 |
| LADIE'S APPAREL REVENUE | 147.50 | 59.00 | 287.50 | 100.00 |
| MISC. MERCHANDISE REV. | 1,220.97 | 1,124.34 | 888.89 | 1,000.00 |
| Revenue | 14,140.15 | 15,808.46 | 15,058.29 | 14,640.00 |
| MERCHANDISE-GOLF CLUBS | 0.00 | 231.87 | 300.00 | 300 |
| MERCHANDISE-GOLF BALLS | 5,600.96 | 7,079.84 | 6,000.00 | 6000 |
| MERCHANDISE-APPAREL | 2,939.71 | 3,489.28 | 2,500.00 | 2500 |
| MERCHANDISE-GOLF BAGS | 0.00 | 0.00 | 160.00 | 160 |
| MERCHANDISE-MISC GOLF ITEMS | 371.47 | 892.81 | 700.00 | 700 |
| Cost of Merchandise for Resale | 8,912.14 | 11,693.80 | 9,660.00 | 9,660.00 |
| Net Position | 5,228.01 | 4,114.66 | 5,398.29 | 4,980.00 |
| Margin | 59% | 35% | 56% | 52% |

12.7 PROJECTED OVERALL PERFORMANCE

When the budgets for the ice arena and the golf course are factored together, while only projections without the consideration for bad weather or other extenuating circumstances, the full facility offers hope to be profitable with a net bottom line of \$234,641.

| Ice Arena Operations | | | | | |
|--------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| | Actual 4 Years Ago | Actual 3 Years Ago | Actual 2 Years Ago | Actual Prior Year | Projected |
| Ice Center Budget | 2018 | 2019 | 2020 | 2021 | Projected 2022 |
| Operational Revenues | \$ 644,338.84 | \$ 717,397.52 | \$ 531,718.70 | \$ 552,831.62 | \$ 798,400.00 |
| Operational Expenses | \$ 365,134.42 | \$ 396,165.90 | \$ 389,541.58 | \$ 394,194.91 | \$ 472,655.90 |
| Net Position | \$ 279,204.42 | \$ 321,231.62 | \$ 142,177.12 | \$ 158,636.71 | \$ 325,744.10 |

| Golf Operations | | | | |
|---------------------------------|--------------------|-------------------|------------------|-------------------|
| Account Name | 2019 | 2020 | 2021 | 2022 |
| Total Revenue | 403,838.70 | 437,853.34 | 581,106.69 | 486,430.00 |
| Golf Pro Shop Expenses | 272,557.28 | 285,543.83 | 310,418.00 | 261,634.00 |
| Golf Course Maintenance Expense | 239,721.11 | 242,323.19 | 251,052.00 | 315,899.35 |
| Golf Course Net Position | -108,439.69 | -90,013.68 | 19,636.69 | -91,103.35 |



CHAPTER THIRTEEN - RECOMMENDATIONS

Recommendations have been created to aid the City of Creve Coeur and establish a structure that will accomplish a number of expressed concerns and initiatives to help ensure long term success. These recommendations have been sorted into several categories for the ice arena and the golf facility as follows: Operations, Facility use Adjustments, Staffing, and Capital Improvements

13.1 OPERATIONS - ICE ARENA

- It is important to generate separate records that reflect each of the sources of revenue. For example, the learn to skate program is bundled into one category “Learn to Skate”. There are eight different programs under this category. Tracking that data separately gives one an understanding of the performance experienced in each of the lesson categories. Tracking the history is critical when retaining the participation data. Following is one way to record monthly and annual performance of the arena. It can be broken down further by the group name that is renting the facility.

| Facility Participation Reports | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------------------------|--------|---------|--------|---------|--------|----------|--------|---------|--------|---------|--------|---------|--------|---------|--------|---------|--------|---------|--------|-----------|--------|---------|--------|----------|--------|--|
| Category | Jul-22 | Jul Rev | Aug-22 | Aug Rev | Sep-22 | Sept Rev | Oct-22 | Oct Rev | Nov-22 | Nov Rev | Dec-22 | Dec Rev | Jan-23 | Jan Rev | Feb-23 | Feb Rev | Mar-23 | Mar Rev | Apr-23 | April Rev | May-23 | May Rev | Jun-23 | June Rev | Totals | |
| Dielmann East Meeting Room | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dielmann West Meeting Room | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Totals | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ice Rink | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Private Rentals | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Public Skating Resident | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Public Skating Senior | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Public Skating Non-Resident | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Public Skating NR Senior | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Stick-n-Puck | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Instructional Hockey | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Freestyle 30 min | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Freestyle 15 min | | | | | | | | | | | | | | | | | | | | | | | | | | |
| \$100 Punch Card | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Learn to Skate 3 Wk Res | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Learn to Skate 3 Wk Non Res | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Learn to Skate 1 Wk Res | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Learn to Skate 1 Wk Non Res | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Learn to Skate 4 Wk Res | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Learn to Skate 4 Wk Non Res | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Summer Camp 5 Days Res | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Summer Camp 5 Days Non Res | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ozone Cleaning | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Rink Revenues | | | | | | | | | | | | | | | | | | | | | | | | | | |

- Recording ice rental separately by user category is critical as well. Document the information by rental group (Curling, Figure Skating, Hockey, high schools, and miscellaneous) rental rate and number of rentals. The data will be extended into the revenue that is generated by each rental group. This information would be documented by the day, week, month and year. The reporting for the files, the City Administrator and the Council, if desired would be reported with that data in mind.
- The point of sale system must be corrected by the vendor who installed the system. This system is the main source of record keeping for the facility. Information that is generated includes cash, the recording of the facilities participation, and documenting facility use. Currently, the system is slow and the data that is collected must be accurate and completed in a timely manner for documentation and reporting of the results of facility use.
- Determine strategies for initiating an advertising program on dasher boards in the rink.** Many patrons who use the ice arena indicate they patronize local Creve Coeur businesses when members of their family are using the rink. It would be beneficial to examine the cost and return for creating a dasher board promotions program in the rink. Pilot programs can be tested to determine if the concept can be lucrative enough to initiate a plan long term.



- Space also needs to be created in the East meeting room to remove inventory from the hallway that connects the golf operations from the ice arena. These items need to be stored in a secure environment.
- Consider converting the East meeting room into a golf learning studio.

13.6 STAFFING

- Adequate staffing is a critical consideration to ensure the efficient operation of the facility. There is a significant amount of dependency leveled on the existing staff daily. It is recommended that an Assistant Manager be hired in the facility. This is a highly responsible position that needs to be in the facility during prime time hours of operations. The dependance of temporary and part time employees to serve as the responsible party during the hours the facility is most used can be problematic.
- The office currently used by the Golf Manager can be allocated to the recommended Assistant Facility Manager.

13.7 JOINT FACILITY RECOMMENDATIONS

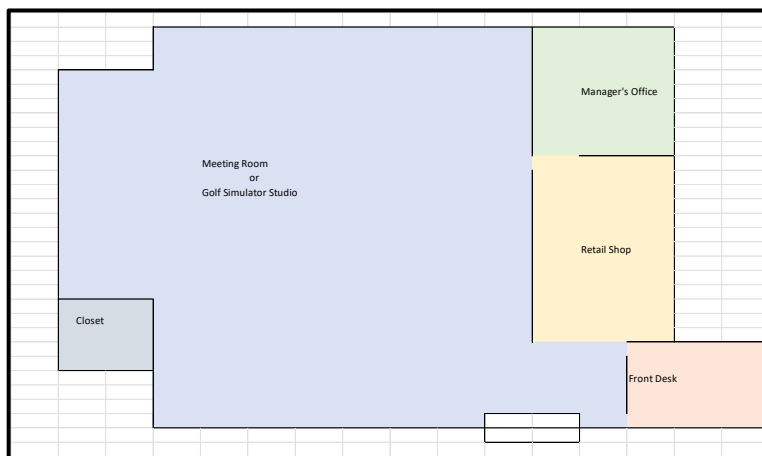
- The determination of how the Concessions Operations will be available to the users of the ice arena and the golf course needs to be examined. The options are to self operate, outsource to a private or not profit partner, or not at all. Frequent responses from potential users to the existing mode of operation renders the operation as being unfortunate. Any agreement for operations needs to specify the number of hours per day, types of products to be sold, the desired dress of the employee, and proper and the level of expected quality of the food and service.
- The creation of an Operations Procedure Manual would benefit the administration of the ice arena and golf operations in the short and long term. The manual will identify the methods and practices used when applying the policies of each facility specifically and the Recreation Department as a whole.
- There needs to be a uniform presence among the golf and ice arena staff. Some have recognizable and organization assigned attire, others do not.

13.8 ALTERNATIVE FACILITY INSTEAD OF ICE

- The revenue that is being generated from current ice operations is significant. An alternative use is going to be costly as well when repurposing the facility. There are a couple of factors that need to be considered when either improving the existing facility or repurposing the facility for another use.
 - Existing facility improvement - There is no guarantee that the current ice users will stay with the facility. New users will need to be identified to replace any gap in rental fees that may take place.
 - Upon hearing testimony from current users and after getting feedback from the operators of other rinks, there is likely available backfill for this void. However, that may take some time.
- Staffing skills for a sport court facility will differ as the new use will require them to be highly entrepreneurial in design and performance. There will be a significant need for the staff to be able to create programs in a variety of forms and then administer them to ensure support from the court type participant. I believe current staff have these skills.

- Skills will be associated with creating partnerships with professional volleyball and basketball AAU coached programs, the creation of leagues and lessons for particular skill groups (pickleball, badminton, basketball and volleyball).
- Marketing to generate interest in the new facility.
- There will be uncertainty directed toward the ability of the new facility to generate similar revenue streams as the ice arena.
- If it is determined to repurpose the facility - As a positive consideration, when reviewing the costs associated with retrofitting the facility to an indoor court facility as described in a Chapter 11, the work required of the HVAC system will be necessary for an indoor court facility. The proposal provided for the ice arena includes an HVAC element.

13.9 ALTERNATIVE FACILITY INSTEAD OF THE EAST MEETING ROOM



Pursue the potential for new revenue. That strategy would incorporate the conversion of the meeting room into a golf studio with a golf simulator. The studio could be used for multiple activities. As a wintertime golf league venue and as a practice venue for players who would like to work on their game at any time of the year.

Another program that would be a year-round activity not currently offered at the golf facility would be a modified

version of golf instruction. In this case, the room would serve as a golf lesson/play experience. A golf instructor would give lessons with the use of the simulator to one or two individuals at a time in a package of six to eight 30-minute lesson segments. After each session they would play a few holes on the golf course (1, 2 or 3 holes) to experience their newly learned golf skill. This lesson program can offer any number of lesson packages. The following lesson strategies might be priced differently:

- Single person half-hour lesson on the simulator
- Two-person half-hour lesson on the simulator
- Single person half-hour lesson on the simulator then one, two, or three holes of golf with the instructor on the course.
- Single person half-hour lesson on the simulator then one, two, or three holes of golf with the instructor on the course.
- In the case of c and d, the price would differ and be determined by the number of holes played.



APPENDIX A – CORE VS. CASUAL PARTICIPATION TRENDS

GENERAL SPORTS

| National Core vs Casual Participatory Trends - General Sports | | | | | | | | |
|--|--|------|----------------------------------|------|---|------|---|--------------|
| Activity | Participation Levels | | | | | | % Change | |
| | 2016 | | 2020 | | 2021 | | 5-Year Trend | 1-Year Trend |
| | # | % | # | % | # | % | | |
| Basketball | 22,343 | 100% | 27,753 | 100% | 27,135 | 100% | 21.4% | -2.2% |
| <i>Casual (1-12 times)</i> | 7,486 | 34% | 11,962 | 43% | 11,019 | 41% | 47.2% | -7.9% |
| <i>Core (13+ times)</i> | 14,857 | 66% | 15,791 | 57% | 16,019 | 59% | 7.8% | 1.4% |
| Golf (9 or 18-Hole Course) | 23,815 | 100% | 24,804 | 100% | 25,111 | 100% | 5.4% | 1.2% |
| Tennis | 18,079 | 100% | 21,642 | 100% | 22,617 | 100% | 25.1% | 4.5% |
| Baseball | 14,760 | 100% | 15,731 | 100% | 15,587 | 100% | 5.6% | -0.9% |
| <i>Casual (1-12 times)</i> | 5,673 | 38% | 8,089 | 51% | 7,392 | 47% | 30.3% | -8.6% |
| <i>Core (13+ times)</i> | 9,087 | 62% | 7,643 | 49% | 8,195 | 53% | -9.8% | 7.2% |
| Soccer (Outdoor) | 11,932 | 100% | 12,444 | 100% | 12,556 | 100% | 5.2% | 0.9% |
| <i>Casual (1-25 times)</i> | 6,342 | 53% | 8,360 | 67% | 7,586 | 60% | 19.6% | -9.3% |
| <i>Core (26+ times)</i> | 5,590 | 47% | 4,084 | 33% | 4,970 | 40% | -11.1% | 21.7% |
| Softball (Slow Pitch) | 7,690 | 100% | 6,349 | 100% | 6,008 | 100% | -21.9% | -5.4% |
| <i>Casual (1-12 times)</i> | 3,377 | 44% | 2,753 | 43% | 2,729 | 45% | -19.2% | -0.9% |
| <i>Core (13+ times)</i> | 4,314 | 56% | 3,596 | 57% | 3,279 | 55% | -24.0% | -8.8% |
| Football (Flag) | 6,173 | 123% | 7,001 | 121% | 6,889 | 123% | 11.6% | -1.6% |
| <i>Casual (1-12 times)</i> | 3,249 | 53% | 4,287 | 61% | 4,137 | 60% | 27.3% | -3.5% |
| <i>Core (13+ times)</i> | 2,924 | 47% | 2,714 | 39% | 2,752 | 40% | -5.9% | 1.4% |
| <i>Core Age 6 to 17 (13+ times)</i> | 1,401 | 23% | 1,446 | 21% | 1,574 | 23% | 12.3% | 8.9% |
| Volleyball (Court) | 6,216 | 100% | 5,410 | 100% | 5,849 | 100% | -5.9% | 8.1% |
| <i>Casual (1-12 times)</i> | 2,852 | 46% | 2,204 | 41% | 2,465 | 42% | -13.6% | 11.8% |
| <i>Core (13+ times)</i> | 3,364 | 54% | 3,206 | 59% | 3,384 | 58% | 0.6% | 5.6% |
| Badminton | 7,354 | 100% | 5,862 | 100% | 6,061 | 100% | -17.6% | 3.4% |
| <i>Casual (1-12 times)</i> | 5,285 | 72% | 4,129 | 70% | 4,251 | 70% | -19.6% | 3.0% |
| <i>Core (13+ times)</i> | 2,069 | 28% | 1,733 | 30% | 1,810 | 30% | -12.5% | 4.4% |
| Football (Touch) | 5,686 | 100% | 4,846 | 100% | 4,884 | 100% | -14.1% | 0.8% |
| <i>Casual (1-12 times)</i> | 3,304 | 58% | 2,990 | 62% | 3,171 | 65% | -4.0% | 6.1% |
| <i>Core (13+ times)</i> | 2,383 | 42% | 1,856 | 38% | 1,713 | 35% | -28.1% | -7.7% |
| Soccer (Indoor) | 5,117 | 100% | 5,440 | 100% | 5,408 | 100% | 5.7% | -0.6% |
| <i>Casual (1-12 times)</i> | 2,347 | 46% | 3,377 | 62% | 3,054 | 56% | 30.1% | -9.6% |
| <i>Core (13+ times)</i> | 2,770 | 54% | 2,063 | 38% | 2,354 | 44% | -15.0% | 14.1% |
| Football (Tackle) | 5,481 | 146% | 5,054 | 144% | 5,228 | 140% | -4.6% | 3.4% |
| <i>Casual (1-25 times)</i> | 2,242 | 41% | 2,390 | 47% | 2,642 | 51% | 17.8% | 10.5% |
| <i>Core (26+ times)</i> | 3,240 | 59% | 2,665 | 53% | 2,586 | 49% | -20.2% | -3.0% |
| <i>Core Age 6 to 17 (26+ times)</i> | 2,543 | 46% | 2,226 | 44% | 2,110 | 40% | -17.0% | -5.2% |
| Gymnastics | 5,381 | 100% | 3,848 | 100% | 4,268 | 100% | -20.7% | 10.9% |
| <i>Casual (1-49 times)</i> | 3,580 | 67% | 2,438 | 63% | 2,787 | 65% | -22.2% | 14.3% |
| <i>Core (50+ times)</i> | 1,800 | 33% | 1,410 | 37% | 1,482 | 35% | -17.7% | 5.1% |
| Volleyball (Sand/Beach) | 5,489 | 100% | 4,320 | 100% | 4,184 | 100% | -23.8% | -3.1% |
| <i>Casual (1-12 times)</i> | 3,989 | 73% | 3,105 | 72% | 2,918 | 70% | -26.8% | -6.0% |
| <i>Core (13+ times)</i> | 1,500 | 27% | 1,215 | 28% | 1,265 | 30% | -15.7% | 4.1% |
| Track and Field | 4,116 | 100% | 3,636 | 100% | 3,587 | 100% | -12.9% | -1.3% |
| <i>Casual (1-25 times)</i> | 1,961 | 48% | 1,589 | 44% | 1,712 | 48% | -12.7% | 7.7% |
| <i>Core (26+ times)</i> | 2,155 | 52% | 2,046 | 56% | 1,875 | 52% | -13.0% | -8.4% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| Participation Growth/Decline | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to -25%) | | Large Decrease (less than -25%) | |
| Core vs Casual Distribution | Mostly Core Participants (greater than 75%) | | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | |
| | | | | | | | Mostly Casual Participants (greater than 75%) | |

GENERAL SPORTS (CONTINUED)

| National Core vs Casual Participatory Trends - General Sports | | | | | | | | |
|--|--|------|----------------------------------|------|---|------|---|--------------|
| Activity | Participation Levels | | | | | | % Change | |
| | 2016 | | 2020 | | 2021 | | 5-Year Trend | 1-Year Trend |
| | # | % | # | % | # | % | | |
| Cheerleading | 4,029 | 100% | 3,308 | 100% | 3,465 | 100% | -14.0% | 4.7% |
| <i>Casual (1-25 times)</i> | 2,365 | 59% | 1,931 | 58% | 2,030 | 59% | -14.2% | 5.1% |
| <i>Core (26+ times)</i> | 1,664 | 41% | 1,377 | 42% | 1,435 | 41% | -13.8% | 4.2% |
| Pickleball | 2,815 | 100% | 4,199 | 100% | 4,819 | 100% | 71.2% | 14.8% |
| <i>Casual (1-12 times)</i> | 1,710 | 61% | 2,835 | 68% | 3,454 | 72% | 102.0% | 21.8% |
| <i>Core (13+ times)</i> | 1,106 | 39% | 1,364 | 32% | 1,365 | 28% | 23.4% | 0.1% |
| Racquetball | 3,579 | 100% | 3,426 | 100% | 3,260 | 100% | -8.9% | -4.8% |
| <i>Casual (1-12 times)</i> | 2,488 | 70% | 2,476 | 72% | 2,270 | 70% | -8.8% | -8.3% |
| <i>Core (13+ times)</i> | 1,092 | 31% | 950 | 28% | 990 | 30% | -9.3% | 4.2% |
| Ice Hockey | 2,697 | 100% | 2,270 | 100% | 2,306 | 100% | -14.5% | 1.6% |
| <i>Casual (1-12 times)</i> | 1,353 | 50% | 1,165 | 51% | 1,206 | 52% | -10.9% | 3.5% |
| <i>Core (13+ times)</i> | 1,344 | 50% | 1,105 | 49% | 1,101 | 48% | -18.1% | -0.4% |
| Ultimate Frisbee | 3,673 | 100% | 2,325 | 100% | 2,190 | 100% | -40.4% | -5.8% |
| <i>Casual (1-12 times)</i> | 2,746 | 75% | 1,476 | 63% | 1,441 | 66% | -47.5% | -2.4% |
| <i>Core (13+ times)</i> | 927 | 25% | 849 | 37% | 749 | 34% | -19.2% | -11.8% |
| Softball (Fast Pitch) | 2,467 | 100% | 1,811 | 100% | 2,088 | 100% | -15.4% | 15.3% |
| <i>Casual (1-25 times)</i> | 1,198 | 49% | 650 | 36% | 934 | 45% | -22.0% | 43.7% |
| <i>Core (26+ times)</i> | 1,269 | 51% | 1,162 | 64% | 1,154 | 55% | -9.1% | -0.7% |
| Lacrosse | 2,090 | 100% | 1,884 | 100% | 1,892 | 100% | -9.5% | 0.4% |
| <i>Casual (1-12 times)</i> | 1,153 | 55% | 902 | 48% | 1,009 | 53% | -12.5% | 11.9% |
| <i>Core (13+ times)</i> | 938 | 45% | 982 | 52% | 883 | 47% | -5.9% | -10.1% |
| Wrestling | 1,922 | 100% | 1,931 | 100% | 1,937 | 100% | 0.8% | 0.3% |
| <i>Casual (1-25 times)</i> | 1,139 | 59% | 1,239 | 64% | 1,290 | 67% | 13.3% | 4.1% |
| <i>Core (26+ times)</i> | 782 | 41% | 692 | 36% | 647 | 33% | -17.3% | -6.5% |
| Roller Hockey | 1,929 | 100% | 1,500 | 100% | 1,425 | 100% | -26.1% | -5.0% |
| <i>Casual (1-12 times)</i> | 1,438 | 75% | 1,129 | 75% | 1,088 | 76% | -24.3% | -3.6% |
| <i>Core (13+ times)</i> | 491 | 25% | 371 | 25% | 337 | 24% | -31.4% | -9.2% |
| Boxing for Competition | 1,210 | 100% | 1,361 | 100% | 1,460 | 100% | 20.7% | 7.3% |
| <i>Casual (1-12 times)</i> | 1,035 | 86% | 1,214 | 89% | 1,262 | 86% | 21.9% | 4.0% |
| <i>Core (13+ times)</i> | 176 | 15% | 147 | 11% | 199 | 14% | 13.1% | 35.4% |
| Rugby | 1,550 | 100% | 1,242 | 100% | 1,238 | 100% | -20.1% | -0.3% |
| <i>Casual (1-7 times)</i> | 1,090 | 70% | 807 | 65% | 778 | 63% | -28.6% | -3.6% |
| <i>Core (8+ times)</i> | 460 | 30% | 435 | 35% | 460 | 37% | 0.0% | 5.7% |
| Squash | 1,549 | 100% | 1,163 | 100% | 1,185 | 100% | -23.5% | 1.9% |
| <i>Casual (1-7 times)</i> | 1,111 | 72% | 669 | 58% | 720 | 61% | -35.2% | 7.6% |
| <i>Core (8+ times)</i> | 437 | 28% | 495 | 43% | 466 | 39% | 6.6% | -5.9% |
| Golf (Entertainment Venue) | 8,173 | 100% | 12,057 | 100% | 12,362 | 100% | 51.3% | 2.5% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| Participation Growth/Decline | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to -25%) | | Large Decrease (less than -25%) | |
| Core vs Casual Distribution | Mostly Core Participants (greater than 75%) | | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | |
| | | | | | | | Mostly Casual Participants (greater than 75%) | |



GENERAL FITNESS

| National Core vs Casual Participatory Trends - General Fitness | | | | | | | | |
|--|--|------|----------------------------------|------|---|------|------------------------------------|--------------|
| Activity | Participation Levels | | | | | | % Change | |
| | 2016 | | 2020 | | 2021 | | 5-Year Trend | 1-Year Trend |
| | # | % | # | % | # | % | | |
| Fitness Walking | 107,895 | 100% | 114,044 | 100% | 115,814 | 100% | 7.3% | 1.6% |
| <i>Casual (1-49 times)</i> | 34,535 | 32% | 34,742 | 30% | 39,036 | 34% | 13.0% | 12.4% |
| <i>Core (50+ times)</i> | 73,359 | 68% | 79,302 | 70% | 76,778 | 66% | 4.7% | -3.2% |
| Treadmill | 51,872 | 100% | 49,832 | 100% | 53,627 | 100% | 3.4% | 7.6% |
| <i>Casual (1-49 times)</i> | 23,490 | 45% | 19,549 | 39% | 25,353 | 47% | 7.9% | 29.7% |
| <i>Core (50+ times)</i> | 28,381 | 55% | 30,283 | 61% | 28,276 | 53% | -0.4% | -6.6% |
| Free Weights (Dumbbells/Hand Weights) | 51,513 | 100% | 53,256 | 100% | 52,636 | 100% | 2.2% | -1.2% |
| <i>Casual (1-49 times)</i> | 18,245 | 35% | 20,070 | 38% | 21,560 | 41% | 18.2% | 7.4% |
| <i>Core (50+ times)</i> | 33,268 | 65% | 33,186 | 62% | 31,076 | 59% | -6.6% | -6.4% |
| Running/Jogging | 47,384 | 100% | 50,652 | 100% | 48,977 | 100% | 3.4% | -3.3% |
| <i>Casual (1-49 times)</i> | 21,764 | 46% | 24,438 | 48% | 23,441 | 48% | 7.7% | -4.1% |
| <i>Core (50+ times)</i> | 25,621 | 54% | 26,214 | 52% | 25,537 | 52% | -0.3% | -2.6% |
| Stationary Cycling (Recumbent/Upright) | 36,118 | 100% | 31,287 | 100% | 32,453 | 100% | -10.1% | 3.7% |
| <i>Casual (1-49 times)</i> | 18,240 | 51% | 13,249 | 42% | 15,124 | 47% | -17.1% | 14.2% |
| <i>Core (50+ times)</i> | 17,878 | 49% | 18,038 | 58% | 17,330 | 53% | -3.1% | -3.9% |
| Weight/Resistant Machines | 35,768 | 100% | 30,651 | 100% | 30,577 | 100% | -14.5% | -0.2% |
| <i>Casual (1-49 times)</i> | 14,346 | 40% | 10,940 | 36% | 11,954 | 39% | -16.7% | 9.3% |
| <i>Core (50+ times)</i> | 21,422 | 60% | 19,711 | 64% | 18,624 | 61% | -13.1% | -5.5% |
| Elliptical Motion/Cross Trainer | 32,218 | 100% | 27,920 | 100% | 27,618 | 100% | -14.3% | -1.1% |
| <i>Casual (1-49 times)</i> | 15,687 | 49% | 14,403 | 52% | 14,156 | 51% | -9.8% | -1.7% |
| <i>Core (50+ times)</i> | 16,532 | 51% | 13,517 | 48% | 13,461 | 49% | -18.6% | -0.4% |
| Yoga | 26,268 | 100% | 32,808 | 102% | 34,347 | 100% | 30.8% | 4.7% |
| <i>Casual (1-49 times)</i> | 15,486 | 59% | 19,953 | 61% | 20,110 | 59% | 29.9% | 0.8% |
| <i>Core (50+ times)</i> | 10,782 | 41% | 13,471 | 41% | 14,237 | 41% | 32.0% | 5.7% |
| Free Weights (Barbells) | 26,473 | 100% | 28,790 | 100% | 28,243 | 100% | 6.7% | -1.9% |
| <i>Casual (1-49 times)</i> | 10,344 | 39% | 13,428 | 47% | 12,649 | 45% | 22.3% | -5.8% |
| <i>Core (50+ times)</i> | 16,129 | 61% | 15,363 | 53% | 15,595 | 55% | -3.3% | 1.5% |
| Dance, Step, Choreographed Exercise | 21,839 | 100% | 25,160 | 100% | 24,752 | 100% | 13.3% | -1.6% |
| <i>Casual (1-49 times)</i> | 14,158 | 65% | 16,652 | 66% | 16,622 | 67% | 17.4% | -0.2% |
| <i>Core (50+ times)</i> | 7,681 | 35% | 8,507 | 34% | 8,130 | 33% | 5.8% | -4.4% |
| Bodyweight Exercise | 25,110 | 100% | 22,845 | 100% | 22,629 | 100% | -9.9% | -0.9% |
| <i>Casual (1-49 times)</i> | 9,763 | 39% | 9,581 | 42% | 9,915 | 44% | 1.6% | 3.5% |
| <i>Core (50+ times)</i> | 15,347 | 61% | 13,264 | 58% | 12,714 | 56% | -17.2% | -4.1% |
| Aerobics (High Impact/ Intensity Training) | 10,575 | 100% | 10,954 | 100% | 10,400 | 100% | -1.7% | -5.1% |
| <i>Casual (1-49 times)</i> | 7,135 | 67% | 8,331 | 76% | 8,347 | 80% | 17.0% | 0.2% |
| <i>Core (50+ times)</i> | 3,440 | 33% | 2,623 | 24% | 2,053 | 20% | -40.3% | -21.7% |
| Stair Climbing Machine | 15,079 | 100% | 11,261 | 100% | 11,786 | 100% | -21.8% | 4.7% |
| <i>Casual (1-49 times)</i> | 9,332 | 62% | 6,339 | 56% | 7,332 | 62% | -21.4% | 15.7% |
| <i>Core (50+ times)</i> | 5,747 | 38% | 4,922 | 44% | 4,453 | 38% | -22.5% | -9.5% |
| Cross-Training Style Workout | 12,914 | 100% | 9,179 | 100% | 9,764 | 100% | -24.4% | 6.4% |
| <i>Casual (1-49 times)</i> | 6,430 | 50% | 3,476 | 38% | 4,179 | 43% | -35.0% | 20.2% |
| <i>Core (50+ times)</i> | 6,483 | 50% | 5,704 | 62% | 5,585 | 57% | -13.9% | -2.1% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| Participation Growth/Decline | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to -25%) | | Large Decrease (less than -25%) | |
| Core vs Casual Distribution | Mostly Core Participants (greater than 75%) | | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | |

GENERAL FITNESS (CONTINUED)

| National Core vs Casual Participatory Trends - General Fitness | | | | | | | | |
|--|--|------|----------------------------------|------|---|------|--|--------------|
| Activity | Participation Levels | | | | | | % Change | |
| | 2016 | | 2020 | | 2021 | | 5-Year Trend | 1-Year Trend |
| | # | % | # | % | # | % | | |
| Trail Running | 8,582 | 100% | 11,854 | 100% | 12,520 | 100% | 45.9% | 5.6% |
| Stationary Cycling (Group) | 8,937 | 100% | 6,054 | 100% | 5,939 | 100% | -33.5% | -1.9% |
| <i>Casual (1-49 times)</i> | 5,751 | 64% | 3,134 | 52% | 3,134 | 53% | -45.5% | 0.0% |
| <i>Core (50+ times)</i> | 3,186 | 36% | 2,920 | 48% | 2,805 | 47% | -12.0% | -3.9% |
| Pilates Training | 8,893 | 100% | 9,905 | 100% | 9,745 | 100% | 9.6% | -1.6% |
| <i>Casual (1-49 times)</i> | 5,525 | 62% | 6,668 | 67% | 6,611 | 68% | 19.7% | -0.9% |
| <i>Core (50+ times)</i> | 3,367 | 38% | 3,237 | 33% | 3,133 | 32% | -6.9% | -3.2% |
| Cardio Kickboxing | 6,899 | 100% | 5,295 | 100% | 5,099 | 100% | -26.1% | -3.7% |
| <i>Casual (1-49 times)</i> | 4,760 | 69% | 3,438 | 65% | 3,328 | 65% | -30.1% | -3.2% |
| <i>Core (50+ times)</i> | 2,139 | 31% | 1,857 | 35% | 1,771 | 35% | -17.2% | -4.6% |
| Boot Camp Style Training | 6,583 | 100% | 4,969 | 100% | 5,169 | 100% | -21.5% | 4.0% |
| <i>Casual (1-49 times)</i> | 4,484 | 68% | 3,204 | 64% | 3,461 | 67% | -22.8% | 8.0% |
| <i>Core (50+ times)</i> | 2,099 | 32% | 1,765 | 36% | 1,709 | 33% | -18.6% | -3.2% |
| Martial Arts | 5,745 | 100% | 6,064 | 100% | 6,186 | 100% | 7.7% | 2.0% |
| <i>Casual (1-12 times)</i> | 1,964 | 34% | 2,679 | 44% | 2,728 | 44% | 38.9% | 1.8% |
| <i>Core (13+ times)</i> | 3,780 | 66% | 3,385 | 56% | 3,458 | 56% | -8.5% | 2.2% |
| Boxing for Fitness | 5,175 | 100% | 5,230 | 100% | 5,237 | 100% | 1.2% | 0.1% |
| <i>Casual (1-12 times)</i> | 2,678 | 52% | 2,962 | 57% | 2,985 | 57% | 11.5% | 0.8% |
| <i>Core (13+ times)</i> | 2,496 | 48% | 2,268 | 43% | 2,252 | 43% | -9.8% | -0.7% |
| Tai Chi | 3,706 | 100% | 3,300 | 100% | 3,393 | 100% | -8.4% | 2.8% |
| <i>Casual (1-49 times)</i> | 2,245 | 61% | 1,858 | 56% | 2,001 | 59% | -10.9% | 7.7% |
| <i>Core (50+ times)</i> | 1,461 | 39% | 1,442 | 44% | 1,393 | 41% | -4.7% | -3.4% |
| Barre | 3,329 | 100% | 3,579 | 100% | 3,659 | 100% | 9.9% | 2.2% |
| <i>Casual (1-49 times)</i> | 2,636 | 79% | 2,721 | 76% | 2,822 | 77% | 7.1% | 3.7% |
| <i>Core (50+ times)</i> | 693 | 21% | 858 | 24% | 837 | 23% | 20.8% | -2.4% |
| Triathlon (Traditional/Road) | 2,374 | 100% | 1,846 | 100% | 1,748 | 100% | -26.4% | -5.3% |
| Triathlon (Non-Traditional/Off Road) | 1,705 | 100% | 1,363 | 100% | 1,304 | 100% | -23.5% | -4.3% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| Participation Growth/Decline | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to -25%) | | Large Decrease (less than -25%) | |
| Core vs Casual Distribution | Mostly Core Participants (greater than 75%) | | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | |
| | Mostly Casual Participants (greater than 75%) | | | | | | Mostly Casual Participants (greater than 75%) | |



APPENDIX B – DETAILED FOCUS GROUP PARTICIPATION

MEETING ON MARCH 31ST AND APRIL 1ST, 2022

- **Participants represent:** Rockets Hockey, Curling, and Figure Skating
- **Schools that practice** (gate is important. Helps to pay for the program) at the rink: Parkway West (4 teams), Parkway South (3 teams), Ladue, Chaminade, De Smet.

PARTICIPANTS

- | | | |
|--------------------------|--|----------------|
| • Drew Acree | Kaniel Kasten | Mark Manlin |
| • Marilyn Dredge | Phillip Stein | James Winslade |
| • Brad Kosem | Jamie Cacciabando | John Mattingly |
| • Shawn O'Shaughnessy | Casey Ott | Erin Klippi |
| • Jamie Mathews Schieler | Tyler Osborne | Tim Froelich |
| • Julie Iler | Mike Richards | Dave Brawley |
| • Heather Silverman | Bob Hoffman | Dan Tierney |
| • Richard Kutta | Tim Carney | |
| • Staff - Natalie Bolten | Sue Thomas, Nathan Gordan, Tim Brinks, Jason Valvero | |

FINDINGS

VALUES OF THE ICE ARENA

- Easy access to the rink from the interstate
- Clean and good upkeep
- Rink is centrally located
- Easy to navigate the facility
- Staff is great, always available
- Opportunities for collaboration
- Great traditions
- Arena is the home rink for the Rockets
- Views to the golf course. The facility has a country club feel
- Lighting is great, love the ceiling
- The only rink for figure skaters. 125 skaters ages 6-75
- Recreational figure skaters not in the ISI skating program and is not a member

FRUSTRATIONS OF THE ICE ARENA

- Not enough ice time is available
- Ice can be uneven
- No water fountains, use sinks. Can't put water in water bottles as they won't fit under the spout.
- Can have choppy ice from time to time
- Locker-room floors need a different surface, in a disarray
- Concessions are rarely open
- Parking is a problem/ingress and egress can be a challenge
- Many times the phone doesn't get answered. Not enough staff
- Ice isn't perfect, early morning ice is a challenge
- Timing of ice preparation could be better
- Stick and puck sign-ups are not online - done in the arena.

- Impossible to get through on the phone, asked to call back rather than taking a message and initiating the call
- Communication tools need improvement

DESIRES MOVING FORWARD

- Create a second sheet of ice (full-sized)
- Sell board advertisement to generate funds
- Organizations that use the ice would like additional storage
- Adult beverages for Curling Club activities

ALTERNATIVE USES OF THE ICE ARENA

- Meeting center
- Court sports (pickleball, basketball, volleyball)
- Indoor playground
- Indoor walking track
- Leave it alone and improve reliability

FACILITY NEEDS

- Dehumidifier system doesn't work
- Ice mechanical system is outdated
- A second Olympia
- Dryland training space and stretching
- Outdated concessions
- Software is new, and hardware cannot handle the transactions. The system gets bogged down
- Full-time staff supervision

OTHER FINDINGS AND OBSERVATIONS

- Ice is shaved before each event
- Ice is shaved for curling every time
- Curling has 177 participants - starting programs for juniors and high schools
 - Need 170 feet for each ice field and 15' wide. Can put five fields on the ice
 - The edges of the rink are thicker than the other sections of the ice
 - Ideally, curling needs ionized filtered water for their playing surfaces
- Figure Skating has 125 participants
- Golf retail items are in the open and vulnerable, the area is open at night with no supervision
- 70% of the use is nonresident participation
- Try to find ice at All American, Wentzville, Pacifica, Florissant
- Use Webster Groves and Brentwood
- Adult leagues are underserved
- Rockets are willing to help financially if they get preferential treatment on the ice time and lock in the long term with considerations for nomenclature of the site (Boards ie)
- Jeff Hays manages schedules for the high schools.
- Skaters and dancers like the ice temperature as it is



MEETING ON APRIL 20, 2022

PARTICIPANTS

| | | |
|-----------------|---------------------|-------------------|
| Rachel Graham | James Graham | Zoe Lemkovitz |
| Melissa Crombie | Ross Silverman | Heather Silverman |
| Richard Kutta | Ann Miller | Sari Neudorf |
| Bob Hoffman | Tim Cary | Steve Hille |
| Dianne Harrah | Dominick Sigari | Jared Earl |
| Carl Hogan | Shaun O'Shaughnessy | Nicole Greer |

COMMENTS FROM MEETING ATTENDEES

- How do you put in your report the passion, experience affect it has o the users of the facility to those who do not use the building?
- Rockets are growing and there is not enough ice to accommodate their need in the region (600 skaters and approximately 150 Creve Coeur residents)
- Ice studies has illustrated that the region is low in the number of needed ice arenas
- Ice makes a profit and supports the poor economic results of the golf fund.
- Less access to ice for figure skaters and curling
- Large number of high school hockey teams use the facility for practice
- Are donations available from high schools that use the facility?
- Creve Coeur does not have all the other services as the other municipal areas offer. Need to keep the facility
- Need to promote the use of the rink and get business and community involvement
- How will the maintenance costs be affected?
- Increase promotions toward recreational skaters
- Emotional and business considerations are two sides of the picture
- Are there COVID-19 funds to recover to support the facility needs?
- How much ice is truly available vs open ice and prime time vs non-prime time ice?
- Need to look at pre-covid numbers etc. to understand true use as a big picture
- Need to look at how the rink is being used and how to run better
- Creve Coeur can afford the improvements
- Will people pay more to use the ice? How to pay for the increasing utilities?
- Parents will drop off kids and spend money locally
- Increase rental price, dasher board advertising and on-ice logos
- Can the improvements be financed?
- Does council have any ideas for use other than an ice rink? Pickleball has been mentioned, but not sure of other uses
- Shortcoming that the facility needs to stay a rink
- No guards on public skating sessions is a safety concern
- Bones are good that need an updating
- Poor lighting over the ice that needs to be brighter
- Ice rink employees are local kids that provide jobs to them
- When would the work be done and how long would it take?

- What happens if there is a failure in the meantime?
- Could an analysis of the golf course take place as well? If ice closes, what effect will it have on the golf course?
- Rates of golf and ice needs to be looked at. Need to be more opportunity with the location and activities in one local space
- Look at concessions for golf and ice. Food trucks?

APPENDIX C – ICE ARENA ONLINE COMMENTS

1. Keep the ice rink!
2. I have always thought too much money has been spent on the ice rink. It is a money pit that will never end. I, personally, and my family, has never used the ice rink. I have grandchildren now and it is unlikely I would Ever take them to the ice rink.
3. I am 66 and have lived in Creve Coeur almost my entire life. Even as a youngster I never used the ice rink. The city should stop spending \$\$\$ on it and just call it a day. Don't get me started on the golf course. I feel the same way about that. I think a community pool, tennis or pickle ball courts would be used immensely. But they all cost lots of \$\$\$\$. Cut your losses. Close the ice rink.
4. I would like the city to continue investing in the Ice Arena. I've been there several times and there has always been plenty of people using the facility. I thought it was a nice enough facility and have thoroughly enjoyed it. Would hate to see it go away or change from an ice skating rink.
5. There are few ways the ice arena can boost revenue to cover costs and maybe even become a source of income: (1) establish competitive ice skating teams (maybe in collaboration with schools in the area?) and host competitions (2) host ice skating shows for kids /all family (3) host ice hockey practices and games. Income model - payments for using the space and maybe ticket sales for competitions and games. Plus, food and drinks does during these events.
6. Having an ice rink is important to the city of Creve Coeur and its residents. The Ice Rink is one of the main reasons that we moved to Creve Coeur 8 years ago. My family is at the Creve Coeur ice rink 3-4 days a week. It is important to keep and maintain this facility.
7. We utilize the ice arena regularly and would like to see it continue to be upgraded/maintained.
8. Our young growing family would really like to maintain the Ice Arena; it is one of the few things nearby we can do as a family.
9. The Creve Coeur Ice Arena is a true treasure - it would be a REAL shame for the kids in the area to lose our local access to an ice rink. Please maintain the arena!
10. It would be wonderful to use the space to build indoor Pickleball courts. This sport is exploding, and no refrigeration will be needed. Courts can be used year-round. Only cost would be initial investment with minimal upkeep. It seems antiquated to keep the space as an ice area when we have several updated and great rinks within a reasonable distance.
11. Sounds like a typical political ploy to pretend to be interested in saving something when decision has been made to get rid of it.
12. I would rather see funds go to something other than the ice rink.
13. Grew up skating at the ice arena. This place is great and another benefit of living in Creve Coeur! Spend the money!!
14. Does this have anything to do with the golf course? Please reply either way.
15. The ice arena is public funds well spent.
16. This is a fantastic facility with a great rink, which we utilize most weeks of the year for hockey practice and games with the Rockets organization. It's unique in the area and in a great location that is convenient for people from all over town. Please make the investment and keep the rink operational!

17. Please keep this rink! This rink is centrally located and is our home rink. This is the best location for us and other families.
18. I encourage the city to invest the funds needed to maintain the ice rink. Both of my boys use the rink for practices as part of the Rockets organization and we frequently stop at other businesses in the area for food, gas or groceries. Losing the rink would make their continued participation in hockey more difficult and would significantly decrease the likelihood that I would visit other surrounding businesses.
19. This rink is a huge part of the community. Please do all possible to keep it going!
20. Creve Coeur ice arena is a great place for ice hockey. My kids play and practice there but when does, we also spend money in Creve Coeur. Whether it be gas or food we spending money creating tax revenue.
21. We use the ice rink CONSTANTLY and it brings community together. It is always occupied, so people are "voting with their feet" to say that it ABSOLUTELY needs to be improved rather than destroyed. So many people would be harmed by closing this community resource. Thanks for listening!
22. The rink has historical significance for many community members and is also a great opportunity for children to deepen their relationship with the local community. In addition, it is a great outlet for youth to learn the wonderful game of hockey. The rink has been a great resource for my family. In addition, I visit local establishments, The Hive when I am in the area as well.
23. This is a wonderful rink that serves the surrounding community. It helps so many youth hockey players as well As ice skaters and offers a convenient place to practice individually and with their teams for better health and socialization.
24. As a 41-year-old lifelong St. Louisan, I sincerely hope Creve Coeur decides to maintain and invest in the Ice Arena. I grew up near Creve Coeur and had a birthday party as a child at the rink. I feel like the Ice Arena is part of the charm and culture of Creve Coeur. I now live in Creve Coeur and would be perfectly content with my tax dollars going to the Ice Arena. I also have a 14-year-old son who has played hockey with the St. Louis Rockets for the last 7+ years. In addition, my two daughters (ages 11 and 8) enjoy going to open skates there. I urge the decision makers to do the right thing and continue operating the Ice Arena for years to come!
25. As a mom with four children, two of whom use the Creve Coeur Ice Rink several times a week, I think it is so nice to help accommodate a growing ice hockey population (thank you, Blues!) across the St. Louis County area with more than one or two rink options. Creve Coeur residents benefit directly because of being a part of the St. Louis Rockets club hockey team. I also find ice rinks to be one of the few places teenagers are allowed to hang out with friends (open skate sessions are great) without being judged or turned away as "awkward" or inappropriate members of society. I do understand, however, that ice rinks are not huge generators of revenue. We live in Clayton and our City has decided not to rebuild the Shaw Park rink at this time due to the cost and other projects taking precedent. Perhaps offering more activities to occur at the facility following some updates would be a way to offset the cost of expansion/updates. Webster Ice Rink has done a nice job of meshing a few civic centers together in one place and seems to always have a steady flow of traffic and hopefully, revenue that follows. Thanks for allowing the opportunity to "weigh-in" on the meeting.
26. Youth hockey continues to grow in St. Louis and the Creve Coeur rink provides a great space for residents and youth hockey teams. My kids learned to ice skate at the rink and my kids enjoy the Spode school skate at the rink. In addition, my son plays youth hockey and has spent a lot of time at the CC ice

rink. I think my neighborhood of Ladue Estates has around 5 youth hockey players. As a parent, I don't take for granted that when practice is at CC, I can get there in less than 10 minutes since its in my community. I love that our community has an ice rink. We are fortunate the city invested in it years ago and I hope Creve Coeur will continue to invest in it to keep it a part of one of the great amenities of living in Creve Coeur. The rink provides a place for families to make memories and youth hockey players to dream of playing for the Blues and working towards winning The Blue Note Cup!

27. My son currently uses this rink for hockey practices, private lessons, and free skate. This is the closest rink to our home and we hope to use it for years to come. Its availability for early morning skate and after school practice is critical to my ability to support my son in his growth. Perhaps some of the infrastructure improvements can be sourced out as community volunteer projects for local schools and organizations?

28. My son is an avid hockey player and is ALWAYS in need of more ice time. The club he plays for utilizes the rink frequently and would be severely restricted by the loss of your rink.

29. I have been skating at Creve Coeur since I was a kid with the Creve Coeur Comets and now my son plays here regularly with the Rockets association. The rink seems to get a lot of use and is always quite busy when we are there. I've been a Creve Coeur resident since 1994 and it would be a shame if this rink was no longer used as an ice rink.

30. I have two kids who play hockey for the St. Louis Rockets. We use the ice rink for games, practices and hockey camps. The rink is a great jewel for the area. Please continue to invest in it.

31. We need Creve Coeur ice arena to stay functional! My boys play hockey with the Rockets, and we LOVE this ice arena! There are very FEW ice arenas in the area where the boys can skate, and it would be a huge detriment to the youth in this area to lose this ice arena. We are Creve Coeur residents and 100% support our tax dollars going to maintain and IMPROVE this arena.

32. We have used the facility for learn to skate, learn to play and Rockets hockey. We LOVE Creve Coeur ice arena and so MANY kids use this - please keep it open!!

33. This ice rink is key to the Figure Skating community in the greater St. Louis area. The rink provides early morning ice time which is great for students and is located near highways and big intersections which allows for skaters to come from all around. The Figure Skating community of St. Louis needs this rink to stay in operation to allow for skaters to improve and move to higher levels. If you take this ice time away you could prevent someone from keeping on the national stage and not being able to represent Creve Coeur through their Figure Skating Club.

34. I grew up going to this rink every Tuesday morning and then driving to school afterwards. I personally would not have been able to continue skating without this rink and the club that is based out of this rink. I know many coaches would be personally and financially impacted if the rink were to be closed. I am aware that it costs big money to run a rink and that a refrigeration system can only last so long, but I believe that the Creve Coeur community will continue to support the rink. Additionally, a new ice manager is taking over at Centene and can provide a ton of information on how to maintain some of the systems for a long time before doing a complete overhaul. His name is Casey Murdough. Additionally, I believe the other rinks in town will be of great support and fight for this rink to stay in business as it would be a devastation to the whole rink community of St. Louis. Even hockey players would miss out if this rink were shut down!

35. My family come to the ice rink at least 2 times each week. In another words, the rink stores lots of wonderful memories of our family. My daughters like the rink every much. If the rink is gone, we don't know where to pursue the happy hours again. The above message mentions that funds is required, that is true. The point is more and more kids are going to learn skate or hockey. If the rink wants to make money, to find a way, managers should do, attracting more people having fun there is the key. DONT steal our memories away.
36. This is a great space that bring so much joy to many people. Pleasing the majority isolates many. we need more activities for youth, to keep them engaged and busy and not liable to turn to delinquent activities.
37. The Creve Coeur Figure Skating Club is a long-standing member club of the United States Figure Skating Association. Losing the Creve Coeur Rink would be devastating to the Club. Ice time is hard to come by in St. Louis. Creve Coeur's membership includes a range of skaters from young competitors to adults getting healthy recreation. Many US Figure Skating officials belong to Creve Coeur Figure Skating. I hope you will consider maintaining the rink for years to come.
38. Do whatever you need to do to save this rink. The residents love it. The hockey community adores it. I grew up playing hockey there and now so does my son. Place a tax on the ballot. Whatever it takes. Thanks!
39. I am a learn to skate instructor at Creve Coeur Ice Rink. I believe the ice rink should remain an ice rink for three reasons: 1. St. Louis is a hockey town. We should not be removing ice rinks. We should be adding them. If you compare us to other cities like Nashville, you will see that St. Louis falls behind in the amount of ice rinks and rink availability. 2. Secondly, the learn to skate and curling clubs are one of the few recreational programs that the city of Creve Coeur offers, I believe that more advertising and monies should be invested in the Learn to Skate program to make it more prominent, better managed and a must for all skaters in the area. 3. Not investing in the ice rink is a cope out. Creve Coeur has wealth. To surrender this wonderful rink because Chesterfield and Maryland Heights (which was originally slated for Creve Coeur Park) have new rinks is lazy.
40. I truly appreciate and utilize the ice arena. I organize a group of men who play every Monday night. We will continue to play if there is ice to skate on. An ice rink is the best use of this facility. Thank you.
41. Please keep the Creve Coeur rink open. It is centrally located for skaters from North County, South County, and St. Charles County (and even skaters who have another rink close by prefer going to Creve Coeur). It is used by many types of skaters, from recreational skaters to competitive skaters, to hockey players, and even the occasional public session attendee. It serves all age ranges from as young as toddlers to as old as senior citizens (just attend a Saturday public session and you will see!). It is the home rink of the Creve Coeur Figure Skating Club which has around 125 members and has been around for a very long time. The rink provides a location of employment for various highly rated coaches in the area, and through the years figure skaters who have trained at the rink have qualified to attend the U.S. Figure Skating National Championships. While there are a few rinks in the St. Louis area, closing the Creve Coeur rink will put a strain on the ice time that is available for everyone to use. As it is, most available prime times at the Creve Coeur rink are booked solid. Lastly, there are no rinks like Creve Coeur in the St. Louis area. Creve Coeur feels very homey and welcoming. Please don't close it down and explore alternatives to funding.

42. The ice rink is both a historical and integral part of the fabric that makes Creve Coeur such a wonderful place to live. Olivette made a huge miscalculation years ago on a similar study and consequently now resides in total obscurity as a result. Hockey and all type of skating are popular and growing sports across the Midwest and need local facilities to thrive. Every community has access to basic recreational facilities as do our schools we already pay for, so please update the rink complex, and stand out from our obsolete neighbors.

43. Really love this ice rink. And I'm a Creve Coeur member of the sk8 club. Please keep this rink. Do the repairs. We skate at the Creve Coeur rink more than any other. It is the closest and most convenient for us. My 6yo and my 11yo both play hockey with the Rockets and it is a vital rink for our hockey club. Please keep the Ice open. My family uses the rink almost weekly throughout the year and it is a gem for the city.

44. Improvements to the refrigeration system will be costly, as is long term maintenance. However, there are currently opportunities to replace these old systems with conventional water-cooled chillers that are less costly to install and maintain. Please reference these case studies: <https://www.trane.com/commercial/north-america/us/en/about-us/newsroom/case-studies/lodging-and-entertainment/complex-sportif.html> https://www.opteon.com/en/-/media/files/opteon/case-studies/sap-center-case-study_july-021.pdf?rev=e25dbf595a7d474586750cadde95fcaa&hash=380855B3603D456837D31D0C3630BCFA

You may contact me at the email address below for more details.

45. The rink is very important to many people both young and old for recreation and for some young to develop a career. Creve Coeur Ice Rink is vital to the Creve Coeur Figure Skating Club (CCFSC). Since 1972 CCFSC has called this rink home. CCFSC is home to 15 Professional Coaches, 4 US Figure Skating appointed Judges, and over 120 figure skaters who represent the Club in select competitions nationwide. The rink is our principal training headquarters. Our athletes' range in age from 7 - 70+ and participate in U S Figure Skating Programs ranging from Basic Skills to Nationally Qualifying events. Creve Coeur is our identity. The history of the city is evident in the logo that our athletes and coaches proudly display as they attend competitions throughout the US. For years, Creve Coeur has supported an ice rink in their community. The city enjoys being able to offer a unique recreational experience to the community with year-round ice skating in their indoor facility. It also provides the city with an economic tool that helps to bring in money from tourism with competitions, out-of-town visits and tournaments. The opportunities to build upon existing programs for figure skating and hockey both abound. A community ice rink is worth the investment as it provides family fun, social benefits, a place for residents and non-residents to socialize and, in addition, provides a competitive avenue through figure skating programs, hockey, Learn to Skate, curling, and I-Skate. The Creve Coeur Figure Skating Club and our members implore you all to continue to support the ice rink and its programs. Thank You, Erin Klippi Board President Creve Coeur Figure Skating Club

46. The Saint Louis region needs the Creve Coeur ice rink to help the youth hockey community to grow. The region cannot afford to lose another rink. I enjoy playing hockey at the Creve Coeur rink, from the wood beams to the ice and locker rooms Creve Coeur is a top rink in the region. Please keep the ice rink open! This has been such a great facility for our youth!

47. As an avid ice skater, hockey player, hockey coach and parent, my family and I utilize the Creve Coeur Ice Arena just about weekly. We participate in hockey camps, stick and puck sessions, hockey games, hockey practices and open skates. Additionally, we have rented the ice, taken skating lessons

and also had the kids birthday parties at the rink. My kids both learned to skate at the Creve Coeur rink. The rink is an asset to the community that we've utilized frequently for many years and hope to continue utilizing. The rink provides the community with year-round opportunities to stay active and healthy. Please keep the rink open.

48. I have had so many amazing times at the ice arena, kids' birthday parties, high school games, and playing an untold number of men's league hockey games. It would be a real loss to lose the ice rink, it is what separates Creve Coeur from other close by cities in my mind.

49. We love the ice rink and use it often. The parks don't provide the same type of recreation. Clayton/ Shaw Park shut down their rink, so we are becoming limited on how many local ice sheets are available. Creve Coeur has residential and commercial properties plenty adequate to provide revenue if updates are needed. Please do everything possible to save and upgrade the rink!

50. It is extremely important that the ice rink stay open. Shutting down facilities will only hurt the growth of the sport with our youth. It will also have an impact on the adults that rely on the sport for exercise and mental health. The rink is a staple of the community. I used the rink growing up. My children use the rink.

51. The ice arena is a great place to play hockey, I have played there for years. I think its important to keep a rink in the area, for current generations and future.

52. This ice facilities purpose and location is very important to the continued growth of all ice sports and recreation. I first started skating at this facility when it opened and was an outdoor rink. Please consider any means possible to continue to invest in this facility, even fund raisers if needed, which I will gladly, as well as many other, would be very willing to contribute to, to keep this facility open and operating. Thank you!

53. Please keep the ice.

54. My family uses the rink multiple times a week all year long. I have two sons that play for the Rockets and practice there often for over 6 months a year. They also participate in camps there during the off season. Additionally, my daughter will hopefully start taking learn to skate lessons this summer. We also utilize the free skates and stick and pucks. Although we live closer to Centene, we prefer the Creve Coeur programs and facility much more.

55. We want to see the ice rink continue to be a part of the Creve Coeur community. Ice hockey is a huge part of St. Louis, and the CC ice rink is one of the only reasons we come to CC. We eat meals in CC before and after practices. The rink is a major draw for young families. Please do not let it fall into disrepair.

56. We love the Creve Coeur ice rink. It's centrally located in St. Louis (easily accessible from the major highways). We plan all our hockey skills camps so that we can take them when they are at Creve Coeur. The facility itself is very nice. I think it's important to give citizens a close option to engage in skating, hockey, curling, etc. The ice rink is a valuable thing to our city.

57. Thank you for the comment request. We are huge fans of the ice rink and utilize it as residents and the Rockets hockey team. Please make the investment in the rink. Some suggestions for management - please explore resident /nonresident pricing for stick and pucks sessions. Currently the same price for all. Also, consider raising prices a bit for free skate sessions. That place is PACKED. Easily 200 people on the ice. You could probably charge a little more. Also, maybe schedule a stick and puck during the

week in the afternoon or evening. My 12-year-old isn't able to leave school to go to a stick and puck. They are currently scheduled early during the week.

58. The Creve Coeur ice rink is a much-needed venue for our community. My kids play hockey there and I remember playing there years ago when I was a child. I have a toddler so look forward to spending lots of time at this rink for the many years to come. Not only are all area rinks needed but this is an iconic one with great feel. I love the wood rafters and ceiling. Larger locker rooms and usually good ice. There is not another ice rink in this immediate vicinity: Maryville, Centene, and Brentwood are all many miles away. Please let us keep using this wonderful rink!

59. I strongly support the investment in the Creve Coeur Ice area. Hockey and ice skating have been an integral Part in my children's development. Not only does it provide the healthy benefits of physical activity like coordination, agility, and balance, it significantly increases mental health. My children's self-confidence, perseverance, work-ethic, and responsibility have all improved having had access to a local ice arena. This is a lovely spot for the community to gather and engage with one another in a collaborative, meaningful way. I believe proximity to an ice rink adds desirability to Creve Coeur properties and homes. Again, I strongly support investment in our ice rink!

60. We love the Creve Coeur rink. In addition to Rockets hockey practices, he likes to go to stick and puck and public skate there. When he does (and during practice), my husband enjoy going out to eat or grocery shopping in Creve Coeur. Please keep the rink!

61. I have enjoyed coming to the ice rink and partaking in both Learn to Skate, Curling, and watching hockey games. I have found it to be a place to reconnect with people in the community.

62. I love the location and even the facility itself. I used it with my son on the rockets this season and wish we could use it more often.

63. If the ice rink is lost, this would be devastating to my daughter and her friends, who skate almost daily at Creve Coeur. Ice skating has done so much for her development and self-confidence, that if CC closes, it would be a Devastating loss. Creve Coeur offers the most figure skating ice of any of the other rinks in town and is so important to the saint louis figure skating community. Please invest in the infrastructure, this rink serves a need in this community. Skating is a sport, that anyone can participate in.

64. We love the ice rink and use it on a regular basis. Please see the value in having this experience in Creve Coeur. It would be such a shame to lose it in such a wonderful area.

65. My kids love skating at that rink. They look forward to meeting friends at open skate. It provides a safe, healthy, social activity.

66. Please use city funds for the repairs on the ice rink! We need this rink to stay open for our children. St. Louis already has an ice shortage in a city where hockey and figure skating continues to grow. Please keep This important rink open.

67. This ice rink is a safe haven for local figure skaters and has some of the longest stretches of ice reserved exclusively for figure skating in St. Louis. The loss of this rink would negatively impact these dedicated athletes, their coaches (who make a living teaching at this rink), and their families. Please reconsider before closing this iconic landmark.

68. The St. Louis hockey community NEEDS to keep this rink open! Ice times are hard to find around the city and county and losing this rink will make it difficult for my son and daughter to get ice time (practices, games, stick and puck). Please invest in this rink to keep it open.
69. Save the rink! Our family uses it all the time.
70. I was saddened to hear that the CC Ice Rink has some operation issues and may be forced to be shutdown. I don't live in the city but I work in the office park next-door. I attend De Smet Jesuit high school 25 years ago and know the rink and the golf course well. It is an institution in west county and is something unique to Creve Coeur that is available to residents and people who work in the area. Before Covid, I attended a 40th birthday party at the rink and learned how to play the sport curling. Much respect to the people that play the game as it is more difficult than what it appears on TV. The ice rink and golf course provide good jobs to the local community that I hate to see leave especially in today's economy post covid. I hear to fix the aging equipment for the rink is costly, but it should be looked at as an investment into the local community. Perhaps a marketing campaign that includes local hockey clubs and the St. Louis Blues could help with fundraising to defray the purchasing costs of new ice equipment.
71. We should investigate putting in a community center with public pools like Richmond Heights and Clayton. A limited use facility like an ice rink that most residents are not aware of is a waste of public funds. A larger community center that can sell memberships to local businesses as well has the possibility of being self-sustaining with multiple streams of revenue, bring a public good by offering amenities to residents like a gym and pool to combat obesity and diabetes, and also bolster local employment and encourage spending a local business.
72. Please save the rink. My kids and their have spent hours and hours enjoying themselves. It is a huge plus for Creve Coeur.
73. As someone who works in Creve Coeur, I appreciate that there is a facility that allows me to go ice skating nearby. It would be a shame to see that lost.
74. Please fix this rink, we NEED it in town!
75. It is so vitally important to have facilities for youth sports and for cities and communities to support these facilities. The ice rink is a center of sports, entertainment, and exercise. I would hate to see the city not maintain and update it.
76. My group has skated every Tuesday at Creve Coeur for almost a decade. The rink would be missed.
77. I visit the ice arena several times a week. It's an amazing facility with an amazing staff. My daughters both play hockey and public skate at the rink. I play men's league and pick up. It's a focal point for us in CC and allies us to visit other businesses in the area we would never go to without the rink. Please invest in this rink!
78. I strongly support keeping the Creve Coeur Ice Arena open and running for the good of the community. It is a huge asset for the recreation and fitness of the entire region. And lots & lots of little kids learn to skate and play hockey there. Invest the money in repairs and upgrades. Invest in the community. Keep it cold!
79. Hi there! My name is Caro. I've lived in St. Louis for every one of my 26 years. I recently started playing hockey and I've really enjoyed it. This rink is important to me because I work in Bridgeton, and it is nice to have an ice rink that is somewhat close to my work. I would be very sad to see it go.

80. This rink has been a mainstay for tens of thousands of kids who grew up and continue to utilize this Ice Rink. The CC hockey program along with the various recreation options for kids, is a huge part of our community. The fact that this is even a discussion is very concerning and extremely alarming. Please do the right thing and protect what makes our community what it is today. Personally, I grew up at this rink and now my children can use it regularly today. As a member of our hockey community, and as an individual who has covered the National Hockey League for nearly 25 years, this is and has been an essential part of the growth of hockey in our area.

81. My family and I use this facility throughout the year for multiple lessons, stick and puck sessions, league games and recreation hockey. Would love for this facility to continue its tradition as a main stay in the saint Louis hockey community.

82. PLEASE DO WHATEVER IS NECESSARY TO IMPROVE AND SAVE THIS ICE RINK.... IT IS VERY IMPORTANT TO THE COMMUNITY AND HAS A GREAT HISTORY... IT WOULD BE A HUGE MISTAKE AND TRAVESTY TO LOSE THIS ICONIC CREVE COEUR LANDMARK!! I REMEMBER THE DAY, AS A C.C. RESIDENT THAT GREW UP ON WEYBRIDGE DR. WHEN IT OPENED AS AN OUTDOOR RINK AND I PERSONALLY SPENT MANY DAYS AND NIGHTS SKATING THERE HONING MY SKATING SKILLS AS MANY OF THE LOCAL KIDS DO TODAY... WHETHER IT WAS A PUBLIC SESSION OR PLAYING HOCKEY. TO THIS DAY, AT 61 YEARS OLD... I STILL PLAY HOCKEY THERE EVERY MONDAY NIGHT!! I, AS WELL AS MANY OTHERS WOULD BE VERY UPSET TO LOSE THIS PART OF OUR HISTORY NOT TO MENTION OUR CONTINUED MEMORY MAKING EVERY-TIME WE STEP ON THE SHEET OF ICE WE KNOW AND LOVE SO MUCH!!! THANK YOU FOR YOUR CONSIDERATION!

83. The ice rink is a great resource for physical activity and community building for Creve Coeur's children and adults alike. It's something that sets us apart from other municipalities as a great place to live. With the investment in my eyes.

84. I have both grown up at this ice rink as well as worked for both the ice rink and golf course. Jason and Tim run the facility superbly. This rink is crucial for youth hockey and the golf course is heavily trafficked.

85. Ice for local teams is getting harder and harder to get losing another sheet in the area will impact STL hockey greatly.

86. Please keep this rink we need as much ice as possible in the area!

87. The volume of participation in ice hockey around the St. Louis area directly trends with the success of the St. Louis Blues. When the Blues do well, participation rises. Since the Blues won the Stanley Cup in 2019 interest has increased and the Blues continue to do very well. The Blues General Manager also has a long track record of success as the second longest tenured GM in the league. It is reasonable to anticipate that the Blues will have continued success, which will maintain participation in ice hockey in the St. Louis area and make maintaining the ice rink in Creve Coeur a good investment.

88. The volume of participation in ice hockey around the St. Louis area directly trends with the success of the St. Louis Blues. When the Blues do well, participation rises. Since the Blues won the Stanley Cup in 2019 interest has increased and the Blues continue to do very well. The Blues General Manager also has a long track record of success as the second longest tenured GM in the league. It is reasonable to anticipate that the Blues will have continued success, which will maintain participation in ice hockey in the St. Louis area and make maintaining the ice rink in Creve Coeur a good investment."

89. I understand that repairing the ice rink will come at a considerable cost, but I think it is an invaluable resource for the community. I have fond memories of using it as a child and still go to this

day! There are some wonderful opportunities for youth in the community to join hockey teams and take skating lessons, but these are limited due to the need for ice. You can't just use any ball field or empty parking lot. Please don't take away one of the few remaining public spaces for these kids and families. Thank you

90. This is a must for the city. What would CC be without this rink?

91. Please keep the ice rink in operation. There is already a severe lack of ice-time in the St. Louis area please do not make it worse. Perhaps you can pursue corporate sponsorships.

92. I've been going to this rink since I was a kid, learning to skate and watching my dad play. 20+ years later my friends and I play once a week. I am hopeful that this tradition will not meet its end. With the majority of rinks becoming privately owned (Maryville, Centene, etc.), it is imperative that public rinks remain an alternative for the St. Louis ice hockey and figure skating community. These facilities provide recreational opportunities that would otherwise become unaffordable to the public. Please keep this rink open.

93. We greatly appreciate this rink. Introduction to rink was club evening ice which worked great for working parents with kiddos who love to skate. It was the first one available to us during COVID times. We have also enjoyed being able to skate before school at this rink. We really hope this rink continues for years to come.

94. Our group has been skating Monday nights for 35+ years! Absolutely love CC Ice Arena! Please keep it going.

95. There's hockey teams and curling teams that utilize this rink regularly. It'll be awesome to keep the rink.... or build a new one? Centene is a success.

96. Please vote to keep the ice rink functioning - my daughter is learning to skate and loves it, and as non-native St. Louisians, having my girls grow up skating and the opportunity to teach my wife brings our entire family closer to St. Louis and how important hockey is to our new community. Not to mention to others with older kids in hockey.

97. I've played at Creve Coeur for years; I still play weekly there on Monday nights and I plan on playing there for years to come. Don't get rid of the rink.

98. Please keep this facility. I have personally used this rink at least once per week for over 30 years.

99. Please renovate this ice facility.

100. I've been skating at Creve Coeur Rink in some way, shape or form for more than 20 years now. Whether it was the old rink with the noticeable slope and deafening siren at the end of periods, or the new one with spacious benches and disco lights under the ice for public sessions, this old barn has been a welcome place for me every time I've been here.

101. Right now, St Louis is experiencing a unique situation: we're building more sheets of ice than we've ever had, but at the same time, they are almost entirely being monopolized by hockey. Creve Coeur has been an excellent place for figure skaters and curlers because of the flexibility and availability this rink provides. Furthermore, while it may not have the ability to host games due to its smaller capacity, it has been a welcome practice home for multiple high schools (De Smet, Parkway West, Priory, MICDS, John Burroughs, and Ladue among others) who would otherwise have to fight with youth teams for ice at other rinks more associated with one particular club (Chesterfield, Kirkwood, etc.). This is no strike against the Rockets, either, who need this ice more than anything as, according to rumors I've heard,

they've had to turn away children due to lack of space and time for teams to practice. And this is with two other rinks (Webster and Brentwood) at their disposal, plus Centene being in their catchment zone!

102. St Louis has only solidified itself as a premier hockey city over the past few years, with the Blues' success and community outreach initiatives bringing more kids to the rinks than we've seen in years. We as a community really cannot afford to lose another rink at this time: even this year with Queeny mothballed due to construction we saw children having 9pm practices and high schools forced to play games at 10pm on weeknights. Creve Coeur Rink is a vital part of our city's hockey community and culture and it should be treated that way.

103. I am writing to support the additional funding to replace the R22 refrigeration unit and humidifier system. This arena has recently gone through renovations, which would effectively make those renovations sunk cost. Additionally, to support a vibrant culture of youth hockey, the city should continue to invest in the infrastructure of ice rinks. There is no other ice rink within a 15-minute drive of this rink.

104. Hi there, my name is Chelsea and I wanted to say that I skate at the Creve Coeur Ice rink twice a week. As a female adult ice hockey player, our options to skate are limited and dwindling. Kids and teens get most ice time. Adults get limited and women the fewest amount. I have been fortunate to skate with two group of men each week. Times are late starting at 10:30p and 9:30p. Even though it's inconvenient, I go because there isn't too much else. I also, skate for the Arch Hockey League which also utilizes your rink. Please consider keeping this beautiful wood rink alive. Adult and women's hockey is growing rapidly in St Louis. My team St Louis Lyons have gone from a one team to a potential four team club in two years! We have 63 adult WOMEN on our rosters. There is so much potential here. Thanks for your time.

105. We are up at the ice rink every week for both kids and adults. The location makes hockey feasible for our kids and as an adult I take skating lessons there. Rink time is SO hard to get. Ask hockey team managers for St Louis Rockets for input please! It would be so sad to lose this part of Creve Coeur.

106. My son uses this rink for hockey. There are not many rinks in our location and this rink is very nice and convenient. It could be used more if it promoted lessons etc. I don't think there are many other good community uses for this space other than its existing use as an ice rink.

107 I have skated at the Creve Coeur ice facility for many years. A first-class city like Creve Coeur deserves to have an ice rink for kids and adults to enjoy. It would be sad if kids had to go elsewhere for good, clean fun.

108. I can't imagine a better use for the facility than the one it currently serves - wonderful community resource that people young and old enjoy. I would hope that we would consider an investment in the refrigerant system and any other deferred maintenance needs to be very worthwhile.

109. Please invest in saving the refrigerant system at Creve Coeur Ice Rink.

110. The Creve Coeur Ice Arena is a staple for youth hockey in Missouri. I played at this rink from age 5 to 18 and some of my best memories are on this sheet of ice. De Smet hockey, the rockets, and many other teams would be drastically affected if the rink was closed.

111. Great ice rink. Both of my boys have played hockey at this rink for years. It is one of the nicest rinks in town. PLEASE keep it as an ice rink!!!!

112. Please keep this rink open. Kids need as many sheets of ice as they can get. CC Rink is a staple of the hockey community and needs to be conserved as many kids learn to skate for the first time here.

113. St. Louis needs this ice rink to keep up with the growing game in the area. Hockey is bringing a lot of revenue to the area and a lot of big events are happening here also.

114. Creve Coeur ice rink is a huge benefit to my life because I'm fortunate enough to play hockey there in a League. I also bring my kiddos there to learn to skate a lot. I really hold out hope there is a way around the problem. With the number of rinks in STL now, hockey is a thriving, healthy past time to so many people. It's only becoming more and more popular now with the number of girls and women picking up the sport. The future is bright for local hockey and other ice sports. Please help save the rink!!!!

115. I was one of the first figure skaters to train at CC rink in the early 70's. CC rink is vital to the growth and well-being of figure skating and recreational skating in St Louis.

116. Please do not use the rink for alternative uses. We depend upon ice time at CC rink to coach our students and students depend upon it for training ice. We already do NOT have enough ice time in St Louis to serve our needs.

117. My son and I have practiced and played at the Creve Coeur ice rink for years. The facility is in great shape and is one of the best rinks in St Louis to play at as well as to attend a game. It is also one of the only rinks that offers Curling, which by the crowds on Friday evening, is very popular.

118. Please keep this rink open! Our boys both play(ed) with the Rockets and there is so few rinks in the area. We have also held skating fundraiser for the Fifth Grade Center here and the open skates are beloved by families and children. Raise rink rates by \$25 an hour if need be but please stay open. Too few safe opportunities for kids to get exercise year-round in the area - please don't take it away.

119. The rink should be torn down and built new. Completely renovate the ice/structure to update lighting and to Make sure the ice surface is regulation size.

120. Please save this rink!!!!

121. My daughter has been figure skating (private lessons and public skate sessions) for over 5 years. She started skating at age 9 and continues at age 17. The Creve Coeur Rink has been a favorite due to the great schedule - it is easy to meet up with coaches, and the public skates are awesome. The staff is always friendly. Skating is such a healthy outlet and wonderful sport - please stay open!

122. I play hockey here regularly. Great rink in a beautiful community. Completely worth fixing. Brings so much benefit to a huge age range.

123. Why would you want to take away ANOTHER sheet of ice for these kids to play on? Hockey in St Louis continues to grow like wildfire, and we need all the ice we can get. Please put the money towards the ice rink. The kids deserve it.

124. Kids need more activities and the hockey community in St. Louis is thriving. It is important to keep this rink going!!

125. This rink is integral to the youth hockey programs in the area. Keeping it up and running is very important to the success of the youth hockey development in the St. Louis area.

126. We go to the rink every year. Can't this be subsidized renting out to hockey like Kirkwood rink?

127. My son is a hockey player, and we love using Creve Coeur ice rink.

128. There are very few ice rinks in St. Louis for the number of people who want to book them. We can't afford to lose another ice rink in the STL area. Existing overcrowding will get worse, and it will be much harder to find available ice time.

129. Families in our community would benefit greatly if the current ice rink was updated and open to the public. These types of public gathering places (parks, athletic facilities, skate rinks, golf courses, etc) form the heart of communities. These are places that allow kids and their families to try new activities, build skills, and interact with people from different backgrounds and cultures. Aside from the obvious health benefits of promoting physical activity, places like the skate rink create positive externalities by forming a more open minded and free society.

130. Keeping this skate rink open should be a no brainer in a wealthy city such as Creve Coeur.

131. Please save the arena, the city of St. Louis cannot see another arena go. The youth need this space, and our local teams need this space. The beautiful wood ceiling alone needs protecting!

132. Please save the Ice Arena, it is such an integral part of the Creve Coeur community!!

133. I beg and plead for the Creve Coeur Ice Arena to remain open. I grew up with that ice, and I feel it would be a huge blow to not only the Creve Coeur community, but the local hockey community in general. Ice rinks are hard to come by, and hard to find. It is so nice having Creve Coeur as an option, and I hope it continues to be an option for the foreseeable future. Thanks.

APPENDIX D – ICE ARENA SQUARE FOOT CALCULATIONS

| Facility Square Feet | | | | |
|----------------------|----------------------------------|--------------------------|------|--------------|
| | Room/Space | Dementions | | Total Sq Ft |
| 1 | Meeting Room #1 W/Closet | 24 | 41.6 | 998 |
| 2 | Vestibule #1 | 15 | 13 | 195 |
| 3 | Men's RR #1 | 10 | 21.7 | 217 |
| 4 | Women's RR #1 | 10 | 21.7 | 217 |
| 5 | Hallway | 47 | 12 | 564 |
| 6 | Concession Stand | 21.6 | 7 | 151 |
| 7 | Custodial | 7.5 | 6.5 | 49 |
| 8 | Meeting Room #2 | 38 | 32 | 1216 |
| | Meeting Room #2 | 15 | 8 | 120 |
| 9 | Warming Area | 42 | 54 | 2268 |
| 10 | Men's RR #2 | 26 | 12 | 312 |
| 11 | Women's RR #2 | 26 | 12 | 312 |
| 12 | Skate Rental | 20 | 14 | 280 |
| 13 | Vestibule #2 | 9.6 | 16.4 | 157 |
| 14 | Office - Director | 9 | 14 | 126 |
| 15 | Office - Golf | 10 | 14 | 140 |
| 16 | Office Administration | 18.2 | 15.7 | 286 |
| 17 | Beverage Storage | 12.6 | 3 | 38 |
| 18 | Ice Supervisor/Pro Shop | 17 | 9 | 153 |
| 19 | Zamboni Room | 25 | 30 | 750 |
| | Zamboni Room | 8 | 13 | 104 |
| 20 | Girls RR rinkside | 8 | 12.3 | 98 |
| 21 | Mechanical Room | 31 | 19.6 | 608 |
| 22 | Compressor | 32 | 19.4 | 621 |
| 23 | Referee Room | 5.8 | 12.2 | 71 |
| 24 | Curling Storage Skate Sharpening | 16.2 | 15.6 | 253 |
| 25 | Team Room 1 | 21.5 | 16.4 | 353 |
| 26 | Team Room 2 | 21.5 | 16.4 | 353 |
| 27 | Team Room 1 & 2 RR and Shower | 15.4 | 12.4 | 191 |
| 28 | Team Room 3 | 21.5 | 16.4 | 353 |
| 29 | Team Room 4 | 21.5 | 16.4 | 353 |
| 30 | Team Room 3 & 4 RR and Shower | 15.4 | 12.4 | 191 |
| 31 | Ice Arena | 212 | 97 | 20564 |
| | | Total Square Feet | | 32660 |